



# 56th National Council Session

## Delegate Workbook

July 18–20, 2023

# Notes



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## From the National President and Girl Scouts of the USA CEO

### Dear Girl Scout,

In our 111th year, the National Board and we are excited to invite you to Lake Buena Vista, Florida, from July 18 to 22, 2023, for our 2023 Girl Scout Convention, which is comprised of the 56th National Council Session (NCS) and the girl-centered event, Phenom By Girl Scouts.

Girl Scouts from across our country and around the world will gather to conduct the important business of our Movement, using our democratic process. Girl Scouts convened its first National Council Session in 1915, five years before the 19th Amendment to the U.S. Constitution removed the gender barrier to voting in America. NCS represents the best of our dynamic democratic process—one that is for Girl Scouts, by Girl Scouts. As a delegate chosen to represent your council, you have a critical role to play in helping this organization stay true to our mission, and we appreciate your service.

For more than a century, delegates have convened to use their collective voices to select leaders, engage in robust discussions, and make decisions directing the future of Girl Scouts—all while keeping the girls we serve at the center. Girl perspectives shape those decisions. In fact, at our 55th National Council Session in 2020, nearly 28% of the elected delegates who attended were girl members. This year, our girls will even lead sessions and preside over the business of the National Council.

The overarching goal for this NCS is to hold an inspiring, energizing, and productive gathering. Collectively and collaboratively, we will create a strong future for Girl Scouting. This workbook serves as the formal call to meeting for the 56th National Council Session and contains the details of the proposals and discussion topics as well as the slate of candidates.

Phenom By Girl Scouts will immediately follow the National Council Session. This event features exciting experiences and programming that include the Hall of Experiences, a National Bridging ceremony, a Gold Award celebration, and much more. This gathering will unite us around girl ambition, ability, support, and achievement.

We look forward to connecting with you in person to celebrate all that we have achieved together in the past three years—and all the exciting opportunities that lie ahead for girls. Thank you for your dedication and for everything you do for Girl Scouts!

Yours in Girl Scouting,



**Karen P. Layng**  
National President



**Bonnie Barczykowski**  
Chief Executive Officer



# 2020–2023 Girl Scouts of the USA National Board of Directors

## Officers

Karen P. Layng  
Jeanne Kwong Bickford  
Noorain Khan  
Valarie Gelb  
Ráchel Roché Walton  
Bonnie Barczykowski\*

## National Board of Directors\*\*

Andrea Albright	Debbie Nielson
Mary Ann Altergott	Marcus Peacock
Beth Bovis	Venus Quates
Eileen Drake	Ed C. Rastrelli
Lorraine Hack	Erika Rottenberg
Vivette Henry	Trooper Sanders
Vidya Krishnan	Earl Simpkins Jr.
Rose Littlejohn	Zeta Smith
Sue Major	Leslee A. Temple
Lydia Mallett	Cynthia Teniente-Matson
Rumi Morales	Diane Tipton
Ileana Musa	Maryann Waryjas

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

## The Girl Scout Promise

*On my honor, I will try:*

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

\*Members may substitute for the word God in accordance with their own spiritual beliefs.

## The Girl Scout Law

*I will do my best to be*

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

*and to*

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

## Girl Scout Mission

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



# Basics of the National Council

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

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

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

## Composition

### The National Council is composed of:

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

## Delegates

The total membership of the National Council shall not exceed 1,500, and at least four-fifths of the entire membership shall consist of delegates from local councils and from USA Girl Scouts Overseas. A formula is used to determine how many delegates each council may send to the National Council Session. This same formula is also used to select delegates to represent USA Girl Scouts Overseas.

## Preparation for the National Council Session

Every Girl Scout council should prepare its delegates to fulfill their responsibilities at the National Council Session by providing opportunities for delegates to:

- Review and discuss proposals and other items that require action by the National Council
- Study the parliamentary procedure that will be in effect during the session and become familiar with *Robert's Rules of Order Newly Revised, 12th Edition*
- Become familiar with the various procedures established for the National Council Session outlined in this workbook
- Understand the purpose of the triennial meeting so they can participate fully in the decision-influencing process

This National Council Session Workbook and the *2023 Blue Book of Basic Documents* are essential tools for delegates and should be brought to the meetings.

## During the National Council Session

At the National Council Session, delegates discuss and make decisions on topics of great importance and on which members of our community hold an array of perspectives.

There are a number of things we can do as Girl Scouts to concretely embody the values embedded in our law and promise as we take part in these courageous conversations.

Specifically, each of us can:

- Assume that each person has good intentions
- Pause to think of what we would like to convey before we speak
- Listen carefully to each speaker, trying to understand their perspective, even if we don't hold that same perspective
- Ask questions when we don't understand something (whether it is an idea, a policy item, or what a particular speaker is saying)
- Consider sharing why this issue or policy item is important to us
- Know that our body language conveys a message, even when we are not sharing our ideas verbally
- Try to frame differences as a difference of ideas or perspectives. We can direct our comments toward the different ways we see an issue, not at someone personally. For example, "I hear a number of people speaking about this issue in this way, yet I see it a little differently..." or "[Name], I heard your ideas on this issue, and I really agree with you on x. When it comes to y, though, I do see it differently..."
- Refrain from name-calling or saying anything about another speaker's motives or character

Our diversity is our strength, and when each person can both share their ideas and be treated with respect and dignity, that makes for a productive experience.

### Following the National Council Session

National Council delegates are elected for a three-year term. Following the National Council Session, delegates are responsible for sharing to their constituents decisions adopted by the National Council. Each council delegation should plan how to report to its council on the discussions held, decisions made and the reasons for them, and all that the delegates may have learned about Girl Scouting as a national and international Movement.

National Council delegates can contribute to the democratic process during the triennium by:

- Being active participants on the official Girl Scout Delegate Website and sharing information from that site with their council
- Helping their councils understand their role in submitting agenda items for the next National Council Session
- Sharing their knowledge with the National Council delegates who are elected for the following triennium

# Leadership for the 2023–2026 Triennium

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

### Dear National Council Member,

The National Board Development Committee (NBDC) is pleased to present the slate of nominees for the 2023–2026 Girl Scouts of the USA National Board of Directors (the board) and NBDC. We have nominated a highly talented and diverse group of individuals who are deeply committed to the future of the Girl Scout Movement and the girls and families we serve. The proposed slate of nominees is inspired and engaged in our core mission and is ready to take on the important work we have ahead of us.

The NBDC engaged in a thorough, multiyear process to identify, recruit, and cultivate potential candidates. We received referrals from across the Movement—from councils, alums, national staff, and the board. On behalf of the NBDC, I thank everyone who participated in this process. We sought individuals who are deeply committed to girls' success, understand Girl Scouts' vital role in our communities and beyond, and have a broad range of skills and expertise to support and advance the Movement.

The NBDC has been focused on ensuring that the board reflects the diversity of the Movement, be it regional, demographic, professional, background, or life experience. The slate meets the requirements outlined in Articles X, XI, and XII of the Constitution of Girl Scouts of the USA (see the *Blue Book of Basic Documents February 2023*, pages 11–13) and includes a blend of new perspectives and continuity to our governance. Additionally, every candidate on the slate has completed a full background check and conflict of interest disclosure and confirmed their ability to meet all the fiscal and time requirements laid out in the expectations of National Board and NBDC members (see *Profile of National Slates* on pages 46–47).

According to Article XII, Section 10, of the Girl Scout Constitution: nominations may be made from the floor of the National Council Session. At this National Council Session, elections will be held during the meeting on Wednesday, July 19, 2023. To make a nomination from the floor National President Karen P. Layng and I must receive notification by email (at [floornominations@girlscouts.org](mailto:floornominations@girlscouts.org)) of the planned nomination from the floor, along with the nominee's written consent to serve on the board or NBDC, no later than 12:00 p.m. ET on Monday, July 17, 2023.

We encourage you to learn more about the nominees to the board and NBDC through the official Girl Scout Delegate Website. There will be opportunities to meet candidates virtually prior to the National Council Session and in person in Lake Buena Vista, FL. On behalf of the National Board Development Committee, thank you for entrusting us with this important responsibility. We look forward to your getting to know the candidates and joining you for our 56th NCS this summer.

Yours in Girl Scouting,

### Debbie Nielson

Chair, National Board Development Committee (2020–2023)



# 2023–2026 National Board of Directors Nominations

## Officers

### Officer Nominees

- Noorain F. Khan  
*Washington, District of Columbia*
- Jeanne Kwong Bickford  
*Darien, Connecticut*
- Trooper Sanders  
*Washington, District of Columbia*
- Diane Tipton  
*Bethesda, Maryland*
- Mary Ann Altergott  
*St. Louis, Missouri*

### National Board Development Committee Nominees

- Vivian Blade  
*Louisville, Kentucky*
- Beth Bovis  
*Madison, Wisconsin*
- Rebecca Chavez-Houck  
*Salt Lake City, Utah*
- Felecia Gilmore-Long  
*Lutz, Florida*
- Debbie Hassan  
*Hilton Head, South Carolina*
- Wendy Venoit  
*Norwood, Massachusetts*
- Ráchel Roché Walton  
*Jackson, Mississippi*

### Member-at-Large Nominees

- |   |   |
|---|---|
| Andrea Albright<br><i>Bentonville, Arkansas</i>     | Rumi Morales<br><i>Oak Park, Illinois</i>                 |
| Beth Bovis<br><i>Madison, Wisconsin</i>             | Ileana Musa<br><i>Miami, Florida</i>                      |
| Lupe Carmago<br><i>Tempe, Arizona</i>               | Romie Mushtaq, MD<br><i>Orlando, Florida</i>              |
| Adrienne Cozart<br><i>Lubbock, Texas</i>            | Abrar Omeish<br><i>Fairfax, Virginia</i>                  |
| Eileen Drake<br><i>El Segundo, California</i>       | Marcus Peacock<br><i>Washington, District of Columbia</i> |
| Felecia Gilmore-Long<br><i>Lutz, Florida</i>        | Jake Perlman<br><i>Denver, Colorado</i>                   |
| Lorraine Hack<br><i>New York, New York</i>          | Venus Quates<br><i>Huntsville, Alabama</i>                |
| Alfia Ilicheva<br><i>Weston, Connecticut</i>        | Erika Rottenberg<br><i>Portola Valley, California</i>     |
| Vidya Krishnan<br><i>Richardson, Texas</i>          | Scott Saunders<br><i>Sarasota, Florida</i>                |
| Sue Major<br><i>Rancho Santa Fe, California</i>     | April Schnieder<br><i>Los Angeles, California</i>         |
| Lydia Mallet<br><i>Philadelphia, Pennsylvania</i>   | Leslee Temple<br><i>Black Mountain, North Carolina</i>    |
| Robyn Ratcliffe Manzini<br><i>Las Vegas, Nevada</i> | Maryann Waryjas<br><i>Chicago, Illinois</i>               |
| Telva McGruder<br><i>Rochester Hills, Michigan</i>  |   |



### National President

Noorain F. Khan  
Washington, DC

*Director, Office of the President  
Ford Foundation*

GSUSA National Board Second Vice President, 2020–2023 Triennium  
GSUSA DEIRJ Board Advisory Committee Co-Chair, 2020–2023 Triennium  
GSUSA National Board Secretary, 2017–2020 Triennium

Originally from Grand Rapids, Michigan, Noorain Khan joined Girl Scouts as a Brownie. She is a National Gold Award Girl Scout, a Lifetime Member, and a Juliette Gordon Low Society Member.

Noorain has served the Movement in a variety of local, national, and global roles. She joined the GSUSA National Board in 2014. Noorain cites Girl Scouts as the single most important influence in her life in addition to her family and faith. Her Girl Scout experience has been a source of extraordinary sisterhood, growth, adventure, and fun. She sees the opportunity to serve as GSUSA National President—and give back to an organization that has profoundly shaped her—as the privilege of a lifetime.

Noorain is currently Director of the Ford Foundation's Office of the President, where she oversees the foundation's global discretionary grantmaking and leads cross-foundation strategic initiatives. Noorain served as a key partner on the foundation's historic \$1B social bond offering in 2020 that drove major investments in organizations to combat the crises of COVID-19 and systemic racism. Noorain also launched and oversaw Ford's work in disability rights, growing it into the largest private funder of disability in the world. She is the subject of a Harvard Law School case study on public sector leadership.

Noorain began her career in corporate law at Wachtell, Lipton, Rosen & Katz and has served as a Senior Policy Advisor on the National Economic Council at the White House and as Chief of Staff at the education nonprofit Teach for All. She is a member of the New York Bar. Noorain has served on several other nonprofit and foundation boards, has appeared on the *Forbes* 30 Under 30 list, and was a term member of the Council on Foreign Relations.

She earned a JD from Yale Law School, where she was a PD Soros Fellow; an MPhil from Oxford, where she was a Rhodes Scholar; and a BA from Rice University.

An active member of the Muslim American community and a proud daughter of immigrants from Pakistan, Noorain lives in Washington, DC with her husband and two toddlers. She's eager for her daughter to (finally!) become a Daisy this triennium.



## Officers



### First Vice President

**Jeanne Kwong Bickford**  
 Darien, Connecticut

*Managing Director and Senior Partner*  
*Boston Consulting Group*

GSUSA National Board First Vice President, 2020–2023 Triennium

Jeanne Kwong Bickford has served on the Executive Committee since 2017, is a Lifetime Member of GSUSA, a member of the Juliette Gordon Low Society, and the mother of two Girl Scout alums. While she didn't have the opportunity to participate in Girl Scouts as a child, she says that she "got here as soon as [she] could." Jeanne has volunteered for three terms on the National Board as an at-large member and also on the Executive Committee, the Finance Committee, and the Strategic Advisory Committee.

Jeanne is a Managing Director and Senior Partner of Boston Consulting Group, a global management consulting firm and the world's leading advisor on strategy. BCG partners with clients to identify their highest-value opportunities, address their most critical challenges, and transform their enterprises. Jeanne previously served as the Managing Partner of the New York office. She is a member of the leadership teams for the risk and compliance and financial institutions practice in North America. She is also a core member of the people and organization practice and cofounded BCG's Change Enablement Center, which emphasizes capability-building in the area of change management for large, multifaceted transformation programs. Prior to BCG, Jeanne worked at Cornerstone Research in economic and financial consulting. During her time there, she was involved in supporting precedent-setting litigation on the savings and loan industry bailout.

Jeanne graduated Phi Beta Kappa and magna cum laude from Harvard University with a bachelor's degree in economics. She obtained her MBA from the Stanford Graduate School of Business and was an Arjay Miller Scholar. Reflecting her passion for achieving gender equity, she was the recipient of *Consulting Magazine's* Women in Consulting: Excellence in Leadership award in 2022 and serves on the board of the Women's Forum of NY.

As she looks to continue in her fourth term, Jeanne views the National Board as her personal Girl Scout troop, as she has built lifelong friendships and found a supportive place to continue to build her courage, confidence, and character. As part of her pro bono consulting work, Jeanne has supported GSUSA on a range of topics, including strategy, the cookie supply chain, and remote-hybrid program delivery models.



### Second Vice President

**Trooper Sanders**  
 Washington, District of Columbia

*Chief Executive Officer*  
*Benefits Data Trust*

GSUSA National Board Executive Committee Member, 2020–2023 Triennium

Past Chair of the National Board Development Committee

A Detroit native and current Washington, DC resident, Trooper Sanders has more than 20 years of experience working at the crossroads of business, government, and the nonprofit sector. Trooper is a Lifetime Member of GSUSA and joined the National Board of Directors in 2014 to have an impact on a Movement that he sees as a powerful force in the lives of girls and the communities they live in.

Trooper Sanders is Chief Executive Officer of Benefits Data Trust (BDT), a nonprofit that uses data, technology, policy change, and direct service to help people tap the more than \$80 billion in unclaimed benefits that support critical needs such as food security and healthcare. Before joining BDT, Trooper was a Rockefeller Foundation Fellow and worked on the social and economic implications of the global rise of artificial intelligence. For eight years, Trooper ran Wise Whisper, a strategic advisory practice to financial technology startups, philanthropic initiatives, and business leaders. He has also held White House policy staff positions during two administrations. In the nonprofit sector, he led the creation of ventures addressing issues such as the childhood obesity epidemic in the United States, the economic fallout of disasters, and the private sector's role in international development.

He currently serves on the National Artificial Intelligence Advisory Committee, the National Board of Girl Scouts of USA, and the Military Family Research Institute's advisory board. He is also a member of the Council on Foreign Relations. Trooper earned his bachelor's from the University of Michigan and holds a Master of Science in Regulation from the London School of Economics, as well as a Master of Law from the University of London.



## Officers

### Treasurer

**Diane Tipton**  
Bethesda, Maryland

*Chief Executive Officer and President  
Self Storage Zone*

GSUSA National Board Gold Award Scholarship Task Force Co-Chair,  
2020–2023 Triennium

Past Board Chair, GS Nation's Capital

Diane Tipton is a lifelong Girl Scout and Lifetime Member of GSUSA. She began as a Brownie in Georgia, where she was recognized for selling the most cookies in her council when she was a Junior. Diane earned her First Class Award, now known as the Gold Award, and is a strong advocate for elevating the Gold Award for all girls and women. She was on the board for 15 years and served as President of Girl Scouts Nation's Capital from 2008–2014. She was instrumental in leading the 2009 merger between neighboring Shawnee and Nation's Capital councils, expanding coverage from 11 to 25 counties. Diane received the Thanks Badge and the treasured Bobby Lerch Leadership Award from Nation's Capital. Her fondest Girl Scout memories as a girl include camping, hiking the Appalachian Trail, and just being with her troop. Diane was her daughter's troop leader and was especially proud to pin her daughter's Gold Award while serving as President of Nation's Capital. She has been on the National Board since December 2019.

Diane is the CEO, President, and Co-Founder of Self Storage Zone and has developed self-storage facilities in the Washington metropolitan region for the past 28 years. Her company has developed, owned, and managed over 4,000,000 square feet in 39 self-storage projects in Maryland, Virginia, Washington, DC, New York, and New Jersey. Previously, Diane was Vice President of Finance and Acquisitions for The Evans Company for ten years and was responsible for financial management, negotiating leases, and structuring debt and equity for large office and retail developments.

A graduate of the University of Georgia with a BA in accounting and a MAcc in tax accounting, Diane practiced as a CPA, specializing in real estate and tax accounting with Reznick Fedder & Silverman and now CohnReznick. She began her career as a tax accountant with Arthur Andersen. Diane is a recipient of *Washington Business Journal's* Women Who Mean Business Award and was Leadership Greater Washington's Leader of the Years for 2022. She has served in leadership positions on numerous nonprofit boards. She is married and has two adult children, including her Gold Award Girl Scout daughter.



### Secretary

**Mary Ann Altergott**  
St. Louis, Missouri

*Principal, Firm Transformation  
Edward Jones*

GSUSA National Board Executive Committee Member and Executive

Development and Compensation Committee Chair, 2020–2023 Triennium

Past Board Chair, Girl Scouts Eastern Missouri

Elected to the GSUSA Board of Directors in 2017, Mary Ann Altergott is a member of the board's Executive Committee, Strategic Advisory Committee, and chair of the Executive Development and Compensation Committee.

As a Gold Award Girl Scout, Lifetime Member of GSUSA, Juliette Gordon Low Society member, and frequent corporate relocatee, her first call in a new community is always to the local Girl Scout council to volunteer. Her first exposure to Girl Scout governance beyond her troop was as a high school council board member. Mary Ann has a passion for Global Girl Scouting, having developed her cross-cultural skills early in Thinking Day activities and participating in several international opportunities in the 1980s. These experiences honed the competencies Mary Ann uses in her professional life today. She has held a variety of Girl Scout volunteer roles in councils of varying size and demographics, including troop leader, council trainer, and council board chair. She started her leadership career as a Girl Scout camp counselor and cites this as the hardest, most rewarding job ever!

Mary Ann has 30+ years of experience leading in financial services, consulting, and consumer products industries. She currently serves as a principal responsible for Edward Jones's transformation efforts with a focus on business strategy and the key initiatives necessary to meet the firm's growth needs. She has also led the firm's talent development, leadership succession, learning, and change enablement teams. As a DEIRJ champion, Mary Ann is the executive sponsor for her firm's Hispanic/Latinx business resource group. Before joining Edward Jones, she served as a principal with the Clermont Group, a collaborative global human resource consultancy. Previously, she held global leadership roles with Bank of America and Diageo/The Pillsbury Company.

Committed to girls' leadership development, Mary Ann has served on four local council boards leading strategic planning and governance efforts to enable regional Girl Scout councils to improve capacity and grow membership. She sits on several foundation boards and academic advisory groups in addition to supporting her children and church. Mary Ann's commitment to inclusion and diversity is evident through all her efforts. She is proud of her multi-racial family, particularly her personal ties to indigenous communities and her children's Latinx heritage. As a lecturer on human development, ethics, and leadership, she frequently draws on her Girl Scout leadership experiences. Mary Ann is a graduate of the Wharton School at the University of Pennsylvania's Securities Industry Institute and Vanderbilt University.

## Members-at-large



**Andrea Albright**  
Bentonville, Arkansas

*Executive Vice President, Walmart Sourcing*  
*Walmart*

GSUSA National Board Member, 2020–2023 Triennium

Past Board Chair, Girl Scouts - Diamonds of Arkansas, Oklahoma and Texas

Andrea Albright is a Girl Scout alum and Lifetime Member of GSUSA and has been positively impacting the Movement for a decade as a Girl Scout parent and board member of Girl Scouts - Diamonds of Arkansas, Oklahoma and Texas, serving three years as board chair.

Andrea currently serves as Executive Vice President, Walmart Sourcing, for Walmart. Since joining the company in 2005, Andrea has held positions of increasing responsibility, driving innovation and transformation across the company. Most recently, Andrea served as Senior Vice President/General Merchandising Manager for the snacks, beverages, candy, front-end, and convenience business. In this role, she orchestrated a rapid turnaround boosting topline sales with less inventory, spurred reinvigorated partnerships and innovations, and raised customer experience scores via reimaged alcohol and checkout merchandising experiences.

Andrea has been recognized as an International Women's Forum Fellow and a Rising Woman in Business by *Fortune's* Most Powerful Women Next Gen. Andrea earned dual master's degrees from University of Arkansas (an MBA and M.Ed., HR development) and a BS, apparel and textile science, from Kansas State University.

In addition to her volunteer service and leadership at Girl Scouts - Diamonds of Arkansas, Oklahoma and Texas, Andrea is a University of Arkansas MBA alumni board member and an alumni board member for Kansas State University College of Health and Human Services. Andrea lives in Bentonville, Arkansas, with her husband Patrick, daughter Mackenzie, and son Liam.



**Beth Bovis**  
Madison, Wisconsin

*Partner, Global Social Impact Lead*  
*Kearney*

GSUSA National Board Development Committee Vice Chair,  
2020–2023 Triennium

As a Girl Scout alum, daughter of a Girl Scout alum, and parent of a Silver Award Girl Scout, Lifetime Member of GSUSA, and corporate champion of Girl Scout programs, Beth Bovis understands the impact our Movement makes and integrates Girl Scout programs into her professional world. She sponsored a Girl Scout summer intern at Kearney; published "Women@250," a study featuring Girl Scouts of Greater New York leaders and girls; facilitated fundraising and outreach to disadvantaged girls; and invited Girl Scouts to events to learn about consulting. Beth was honored by GSGNY as a Woman of Distinction for her mentorship and commitment to women and girls.

Beth's impact over her career at Kearney has reached almost every corner of the firm. As a partner, her work has spanned strategy, organization design and governance, mergers and acquisitions, and transformations. She served on the firm's board of directors and senior leadership team as leader of the firm's Women's Network and Partner Election Committee and as a global practice leader. Beth serves as the leader of the firm's social impact initiatives and several global accounts. In 2014, she was recognized by *Consulting Magazine* as one of the Top 25 Consultants and is most proud of her work sponsoring and mentoring women in the firm.

Beth has been an integral member of numerous boards and committees, including the World Economic Forum's (WEF) Gender Parity Steering Committee; ESG Practitioners Committee and Consumers Beyond Waste Community; the Wisconsin Women's Network; the Conference Board Council for Advancement of Women in Leadership; Michael Fields Agricultural Institute; and the advisory board for the Feldstein Medical Foundation.

Beth studied economics at the Wharton School of the University of Pennsylvania and was honored as one of the four students who made the greatest impact at Penn during their tenure. She lives in Madison, Wisconsin, with her husband, two children, and their pet snake and hedgehog.



## Members-at-large



**Lupe Carmago**  
Tempe, Arizona

*Financial Planner*  
*Perspective Financial Services, LLC*

Past Board Chair, Girl Scouts—Arizona Cactus-Pine

Lupe has served on nonprofit boards for over three decades. A longtime community leader, she has a strong connection to Arizona and the needs of women and girls in her state. Lupe, a Lifetime Member of GSUSA, recently served as Board Chair of the Girl Scouts—Arizona Cactus-Pine council board of directors. She has supported and advised her local Girl Scout council in many capacities for more than a dozen years, including as a parent, volunteer, troop leader, community advisor to the council, and longtime board member. Her community involvement spans across several organizations, including Friends of the Library, National Society of Hispanic MBAs, and the most near and dear to her—Girl Scouts.

Lupe is a Certified Financial Planner® and has served a variety of clients across the US for 18 years with Perspective Financial Services, LLC, a financial planning firm in Phoenix. Along with her passion for serving her clients, she is dedicated to empowering women and girls with financial education. She has been sought out as a speaker for numerous women’s groups on several financial planning topics.

Prior to joining Perspective Financial Services, LLC in 2005, Lupe gained 15 years of corporate business analysis and marketing experience in positions for Amoco, US West, Honeywell, and 3M. She earned a bachelor’s degree in marketing from Arizona State University and a Master of Business Administration (MBA) from the University of Texas at Austin. Lupe is an Arizona native, is married to her husband, Jim, and has a daughter, Olivia, a Girl Scout alum.



**Adrienne Cozart**  
Lubbock, Texas

*President and CEO*  
*Cozart HR Consulting, LLC*

Past Board Chair, Girl Scouts of Texas Oklahoma Plains

Adrienne Cozart has lived her life as a Girl Scout. She is an alum, a Lifetime Member, and a member of the Juliette Gordon Low Society. Adrienne also spent over a decade serving her local council. She began her board service with Girl Scouts Caprock Council, now called Girl Scouts of Texas Oklahoma Plains, and served as board chair for four years. Adrienne continues to volunteer with the council and is a strong advocate for giving back and providing girls with the same opportunities she was afforded in her life. She uses her community service, sorority, and professional careers to serve as a mentor to girls and women.

Professionally, Adrienne has over 40 years of experience in human resources. Currently, she is Founder and CEO of Cozart HR Consulting, LLC. Prior to this role, she served as SVP, Chief HR Officer, at University Medical Center.

Beyond Girl Scouts, Adrienne’s community service endeavors include the UMC Foundation, Texas Association of Workforce board of directors, Workforce Solutions-South Plains, Early Learning Center, Children Advocacy Centers, Talkington School for Young Women Leaders, Lubbock Children’s Health Clinic, and Goodwill Industries.

Awards and accolades include a plaque on the MLK “Footprints of History” Memorial Hill for being a Lubbock Community Trailblazer, the 2016 Senator Robert L. Duncan Community Champion Award, 2013 United Way Rita Harmon Award for Volunteer Service, 2008 Girl Scouts Women of Distinction Award, and 2007 YWCA Women of Excellence Award for Government Service.

## Members-at-large



**Eileen Drake**  
El Segundo, California

*Chief Executive Officer and President  
Aerojet Rocketdyne*

GSUSA National Board Member, 2020–2023 Triennium

Girl Scout alum Eileen Drake joined Girl Scouts as a Brownie and continued through Cadettes. With her mother as her troop leader, Girl Scouts reinforced for Eileen that she could succeed at anything. A Lifetime Member of GSUSA, trailblazer, and innovator, Eileen believes it's important to give back to our communities and mentor Girl Scouts, particularly those pursuing STEM careers.

Eileen began her career as an Army Aviation Officer, where she served for seven years and commanded Davison Army Airfield at Fort Belvoir, Virginia. She holds commercial and private pilot's licenses in both fixed-wing and rotary-wing aircraft. Eileen became Chief Executive Officer and President of Aerojet Rocketdyne in 2015. She was previously with United Technologies Corporation (UTC), where she served as President of Pratt & Whitney AeroPower's auxiliary power unit and small turbojet propulsion business. She also served as the Vice President of Operations and Vice President of Quality, Environmental Health and Safety, and Achieving Competitive Excellence (ACE) for UTC's Carrier Corporation, as well as for Pratt & Whitney. Prior to joining UTC, Eileen managed production operations at both the Ford Motor Company and Visteon Corporation, where she was Ford's Product Line Manager for Steering Systems and Plant Manager of Visteon's fuel system operation.

Since 2017, Eileen has been a member of the board of directors of Woodward, Inc., where she serves on the Organization and Compensation Committee and chairs the Nominating and Governance Committee. Eileen also serves on the board of governors of the Aerospace Industries Association (AIA).

Eileen is a distinguished military graduate of the U.S. Army Aviation Officer School. She received a Master of Business Administration from Butler University and a bachelor of arts from the College of New Rochelle. Eileen resides in California.



**Felecia Gilmore-Long**  
Lutz, Florida

*Retired Banker,  
Past VP, Bank of America, AVP Fifth Third Bank*

GSUSA National Board Development Committee Member, 2020–2023 Triennium

Past Board Chair, Girl Scouts of West Central Florida

Girl Scout alum and Lifetime Member of GSUSA Felecia Gilmore-Long joined Girl Scouts as a Brownie. Courageous at a young age, she learned to take risks that would create opportunities for her future. Felecia has served on the GSUSA National Board Development Committee since 2020.

As a member of the board of directors for Girl Scouts of West Central Florida, she was awarded the Thanks Badge and Thanks Badge II. She served the council in a number of roles including board chair, board development chair, and delegate to National Council Sessions. In 2022, she was honored to be named a Women of Distinction (Girl Scouts of West Central Florida's award recognizing female leaders).

Now retired, Felecia worked in the banking industry for 21 years helping clients achieve financial success while holding leadership roles with major financial institutions in wealth management and branch banking. She earned a bachelor's degree in business with a focus in marketing from Florida State University.

A life member of Alpha Kappa Alpha Sorority Incorporated, she volunteers as a mentor to high school-aged young women, tutors elementary-aged children, and supports Girl Scout troops in disadvantaged communities. She serves on the board for Cuddle Up and Read Every Day, a nonprofit literacy program designed to promote and encourage daily reading among elementary school children.

Her favorite pastimes include sitting down with a good book and whisking up a new recipe. Felecia and her husband, Charles, reside in Lutz, Florida.



## Members-at-large



**Lorraine Hack**  
New York, New York

*Senior Client Partner*  
*Korn Ferry*

GSUSA National Board Executive Development and Compensation Committee  
Vice Chair, 2020–2023 Triennium

Girl Scout alum and Lifetime Member of GSUSA Lorraine Hack has devoted her personal and professional life to getting more women into positions of leadership. Lorraine’s mom, who was also her troop leader, raised her daughters with the belief that women can do anything.

Lorraine is a Senior Client Partner at the renowned global public organizational consulting firm Korn Ferry. Before consulting, her prior corporate experience included executive positions in industry, including COO, Head of Corporate Strategy, and CFO. Lorraine worked at MTV Networks/Viacom for a decade, with additional experience at Paramount Pictures, HBO, and Sesame Workshop. She was also an early employee at the for-profit online education venture Fathom, where she built the corporate infrastructure and held responsibility for finance, accounting, legal, facilities, and human resources. This base in industry has led Lorraine to focus on the technology industry, as well as to recruit digital executives and bring advanced technological capabilities to companies in a myriad of non-tech industries for various C-suite roles. She also places corporate board members, with a specialty in diversifying board composition.

Lorraine’s clients have run the gamut of early stage, both venture capital and private equity, to publicly traded in all geographies. She is increasingly involved in the Metaverse and was asked to speak at NFT.NYC 2022 with over 20k attendees globally, where they minted a Lorraine Hack NFT.

A frequent public speaker, Lorraine has shared her expertise on upgrading organizational talent, transforming culture, and promoting women’s advancement. A founding board member of Women in America (WIA)—a unique mentoring program providing programming and access for early professional women to other female executives, including Fortune 500 CEOs—she was named Chair of the organization in 2015. Over 300 young women have graduated from the WIA program. Lorraine has served as an adult volunteer for Girl Scouts since 2018, when she was elected to the National Board Development Committee. She was elected to the National Board in the last triennium.

Lorraine earned a bachelor of science from New York University in finance and international business; she holds an MBA from Fordham University, with a concentration in media and communications.



**Alfia Ilicheva**  
Weston, Connecticut

*Co-Founder,*  
*WIN: Women In Innovation*

Alfia Ilicheva is a proud Girl Scout mom—her daughter is a member of their local troop—and a Lifetime Member of GSUSA, with a long-standing track record in advancement of girls and women. Alfia is a Co-Founder of Women in Innovation (WIN), a nonprofit organization focused on closing the gender gap in innovation; the Founder and board chair of Hanna & Khalida Foundation; and a Founding Member of Columbia Business School’s Women’s Circle.

Alfia is a product and innovation leader focused on accelerating top line growth for Fortune 500 corporations, nonprofits, and startups. She is passionate about the power of technology to transform traditional business models and drive social, cultural, and economic inclusion. Alfia was previously the Product Lead at Bridgewater Associates and was previously Managing Director at R/GA Ventures. Prior to R/GA, Alfia was Engagement Manager at Fahrenheit 212, where she led business transformation for Anheuser-Busch, Charles Schwab, Citigroup, Discover, Nestlé, Pfizer, and Uber.

Alfia is an Ariane de Rothschild Fellow and Presidential Leadership Scholar. Alfia was named “Woman of Influence” by *New York Business Journal* and was featured by President George W. Bush in his bestselling book, *Out of Many, One—Portraits of America’s Immigrants*, as one of 43 leaders whose contributions strengthened the United States.

Alfia graduated from Georgetown University with honors and received an MBA from Columbia Business School. She resides in Weston, CT, with her husband and four children.

## Members-at-large



**Vidya Krishnan**  
Richardson, Texas

*Global Chief Learning Officer,  
Global Head of Learning and Development  
Ericsson*

GSUSA National Board Technology Task Force Chair, 2020–2023 Triennium

STEM Advisory Board, Girl Scouts of Northeast Texas

Lifetime Member of GSUSA Vidya Krishnan currently serves as an executive sponsor for the Ericsson-Girl Scouts Alliance, which works to align Ericsson’s people, business, and technology with the programs, vision, and mission of Girl Scouts to build tomorrow’s STEM leadership pipeline today. She is passionate about encouraging young women to take their rightful place in impacting business and society, leveraging Girl Scout STEM programs that build competence and confidence. She works actively with Girl Scouts through the STEM Pledge, which aims to put 2.5 million girls into a progressive STEM pipeline by 2025.

Vidya is the Global Chief Learning Officer of Ericsson, building critical future skills for the company’s 95,000+ people across 180 countries. She is a recognized industry thought leader and speaker on the future of learning at work, 5G, digitalization, workforce readiness, connected learning, women in STEM, and youth outreach programs. She earned her MS in electrical engineering from Stanford University and her BSE in electrical engineering from Princeton University. She is passionate about using digital learning solutions to build STEM readiness in Girl Scouts and volunteers.

Vidya serves as co-chair of the Princeton University Electrical Engineering Alumni advisory council and is on the STEM advisory board of Girl Scouts of Northeast Texas. She and her best friend, Nithya, have long coached their kids’ team for Destination Imagination, a global nonprofit that fosters creative problem-solving skills.

Vidya was born in Bangalore, India, and grew up in New Jersey. She now lives in Texas with her husband, two kids, and two (unruly) dogs. Although she missed out as a child, Vidya is a proud and grateful Girl Scout now, because, as she says, “the Girl Scout story is truly my story.”



**Sue Major**  
Rancho Santa Fe, California

*Owner/Founder  
Major Executive Search*

GSUSA National Board Philanthropy Committee Co-Chair, 2020–2023 Triennium

Past Board Director, Girl Scouts San Diego

Sue Major is a Lifetime Member of GSUSA and the second of three generations of Girl Scouts. Sue’s mother was a lifelong Girl Scout and Sue’s troop leader. Sue was her daughter’s troop cookie mom and supported her daughter as she earned her Silver Award.

Sue is Founder and CEO of Major Executive Search, a leading executive search firm that specializes in providing executives for wireless, telecom, software, and semiconductor companies. Prior to Major Executive Search, she was an executive at Motorola, where she introduced numerous technology products. She has also been granted two wireless messaging patents.

Sue has served on the GSUSA National Board since 2017. She is currently co-chair of the Philanthropy Committee and was a member of the NBDC Committee during her first term. She previously held both board director and chair of the Fund Development Committee with Girl Scouts San Diego. She served as a board director for two terms, presided over the Fund Development Committee, and was a member of the Board Development Committee. She received the Girl Scouts San Diego’s Courage, Confidence, and Character Award and the Promise Circle Award, and was recognized as a “Cool Woman.” Sue is also a member of the Juliette Gordon Low Society.

Sue participates actively in both the professional and volunteer communities. She is a board member for the Rancho Santa Fe Women’s Fund, the Global Telecom Women’s Network, and the La Jolla Music Society. Sue obtained her BA and MBA degrees from Northeastern University. She has two children and resides in Rancho Santa Fe, California, with her husband, John.

## Members-at-large



**Lydia Mallett, PhD**  
Philadelphia, Pennsylvania

*Managing Director*  
*Mallett & Associates*

GSUSA DEIRJ Steering Committee National Board Representative,  
2020–2023 Triennium

Dr. Lydia Mallett is a native Detroit and the daughter of educators who were activists and community organizers, instilling in her a passion for her community. While she was not a Girl Scout growing up, she is now a Lifetime Member of GSUSA and has been involved with and led several organizations focused on women and girls. Her advocacy for and commitment to women and girls reaching their full potential has also been an integral part of her professional life. Lydia has experience in the consumer foods, safety and security, and manufacturing industries. Her leadership roles have included Chief Diversity Officer and Leader of Global Talent Acquisition at DuPont. She led the development and execution of aggressive strategies for inclusion and diversity, employee engagement, and talent acquisition. Her dynamic, thoughtful, and inclusive approach garnered leadership commitment to support the implementation of business-aligned programs and initiatives resulting in strong outcomes.

Some of Lydia’s roles prior to DuPont include Vice President of Global Staffing and Diversity with Tyco International, where she led the design and implementation of a global inclusion and diversity center of excellence, and Director of Global Talent Acquisition and Chief Diversity Officer for General Mills.

Lydia holds a PhD and an MA in social psychology (Michigan State University), an MA in labor and industrial relations (Michigan State University), and a BA in psychology (Michigan State University). She attended Harvard Business School’s *Women on Boards: Succeeding as a Corporate Director*.

She has been a member of the Executive Leadership Council (ELC), serving as co-chair of the Governance Committee; the Minnesota Women’s Campaign Fund, where she served as President; and the Council on Global Diversity, where she was conference board chair.



**Robyn Ratcliffe Manzini**  
Las Vegas, Nevada

*President*  
*Ridge Blossom Properties, LLC*

GSUSA National Board Development Committee, 2020–2023 Triennium

Past Board Chair, Girl Scouts of Southern Nevada

Gold Award Girl Scout, Thanks Badge I and II recipient, and past President of Girl Scouts of Southern Nevada, Robyn is a third-generation troop leader and mother of a Gold Award Girl Scout. Robyn serves as a member of the National Board Development Committee, is a Lifetime Member of GSUSA, and a member of the Juliette Gordon Low Society. She led her daughter’s troop from Daisies to Ambassadors (nine earned Gold Awards), was a GSGLA service unit manager, and a council trainer. A passionate outdoorswoman, Girl Scout song leader, and guitarist, Robyn volunteers annually at GSOC’s Camp Scherman, has created programs for GSOH’s Camp Molly Lauman, and led a GSUSA Destination to the Galapagos Islands. Robyn also served on the Pax Lodge Committee and was WAGGGS’s representative to UNESCO based in Paris, France.

As President of Girl Scouts of Southern Nevada, Robyn led the turnaround of GSSNV’s financial position from significant deficit to balanced budget, nine-plus months reserve, no debt, and clear investment policy. Multi-year co-chair of the Dessert Before Dinner gala, Robyn helped raise millions for the council. Robyn holds an MBA from University of Chicago and a BA from DePauw University. President of Ridge Blossom Properties, LLC, she managed multi-million-dollar brands for Nestlé-USA and served on General Electric’s corporate audit staff.

Robyn brings 20+ years of governance experience with numerous nonprofit boards in Nevada and California. Married 34 years, Robyn and her husband are both Lifetime Members of GSUSA with two adult children. Robyn speaks Spanish, Italian, and French, and proudly “bleeds green!”





## Members-at-large



**Telva McGruder**  
Rochester Hills, Michigan

*Chief Diversity, Equity, and Inclusion Officer*  
*General Motors*

Past Board Chair, Girl Scouts of Southeastern Michigan

Telva McGruder is a Lifetime Member of GSUSA and recently served as Board Chair of Girl Scouts of Southeastern Michigan (GSSEM). Growing up in southwestern Ohio, Telva was an eager Girl Scout from Brownies through Cadettes. Girl Scouting exposed her to challenges and adventures that first encouraged her thirst to reach past her limits. She was a troop leader for ten years where she enjoyed supporting the girls' growth into impactful Ambassadors, with two of them earning their Gold Awards. As a GSSEM Director, she supported development of the council's 2017-19 GSSEM strategic plan in alignment with GSUSA.

Telva is currently the Chief Diversity, Equity, and Inclusion Officer at General Motors, where she leads the development and execution of strategies that will ensure positive change toward a high performing, inclusive culture. She is also a member of the General Motors Inclusion Advisory Board. Prior to her current role, Telva was Director of Workplace Engineering and Operations Solutions. In that role, she supported the global footprint for facility engineering, technologies, energy strategy, and multiple facility management strategies. She earned her BS and MS degrees in electrical engineering from Purdue University.

Telva is committed to helping others become all they are meant to be through engagement with numerous professional, academic, and community organizations. She is a positive, passionate leader with a keen sense of what is important and enjoys wonderful life experiences with her family.



**Rumi Morales**  
Oak Park, Illinois

*Partner and Board Member*  
*Outlier Ventures*

GSUSA National Board International Commissioner, 2020-2023 Triennium

Lifetime Member of GSUSA Rumi Morales is a globally recognized leader in identifying, developing, and investing in the emerging technologies that will define our economy's next generation. As a proud daughter, sister, wife, and mother of a young girl and boy, she is inspired every day by the motto, "Be the change you wish to see in the world." Rumi is currently serving as International Commissioner.

An early specialist on the impact of digital currency, robotics, and artificial intelligence on established industries, Rumi is also a longtime financial executive with deep expertise in economic policy and capital markets. Rumi is a Partner at Outlier Ventures and previously led the venture arm of the CME Group and the Global Markets Institute at Goldman Sachs. She also launched her own economic research firm and has been a guest lecturer at leading universities around the world. *Institutional Investor* magazine twice named her one the "most powerful dealmakers in financial technology" and Crain's recognized her in their esteemed 40 Under 40 list. Rumi began her career in venture capital in London, Kuala Lumpur, and New York, and has invested across three continents and lived in seven countries.

An MBA graduate from the NYU Stern School of Business, Rumi received her undergraduate degree from Wellesley College. She was a founder and board member of the Women's Initiative Network at the CME Group and is an advisory board member of Fintex FTW, a group working to inspire, attract, and advance women in the financial technology space.



## Members-at-large



**Ileana Musa**  
Miami, Florida

*Managing Director and Co-Head of International Wealth Management*  
*Head of International Banking and Lending*  
*Morgan Stanley*

GSUSA National Board Investment Sub-Committee of the Finance Committee Chair, 2020–2023 Triennium

Originally from Cuba and raised in Miami, Florida, Ileana Musa is a Lifetime Member of GSUSA and strives to mentor young Latinas and build the entrepreneurship and finance workforce pipeline. She leads by example as Managing Director and Co-head of International Wealth Management, as well as Head of International Banking and Lending at Morgan Stanley. Ileana hopes to instill her mantra in her young daughter and Girl Scouts around the world: “Take personal risks, never hesitate to ask, use your influence to serve, not take. Remember the one caveat: never fail to embrace the unknown while never forgetting who you are.”

Prior to joining Morgan Stanley, Ileana was the Global Client Segment and Strategy Executive for Merrill Lynch Wealth Management. Before that, she was Head of International Credit and Banking within Bank of America’s Global Wealth and Investment Management Banking group. Ileana held numerous assignments in wealth management banking and brokerage after joining Bank of America in 2005. Prior to that, she held several leadership roles in the domestic, international, and affluent banking platforms at JPMorgan Chase. Ileana was named in the 2019 MAKERS list at Morgan Stanley. In 2017 and 2018, Ileana was featured in *Fortune* magazine, and in 2019, she was recognized as one of ALPFA’s Top 50 Most Powerful Latinas in corporate America.

Ileana is a member of the corporate advisory board of the Association of Latino Professionals for America (ALPFA) and leads Women of ALPFA, a strategic initiative focused on advancing Latinas. She serves on the advisory board of Florida International University Honors College and the board of the Cuban Heritage Collection at the University of Miami.

Ileana received her BA degree with a concentration in finance from the University of Miami and an MBA degree from Florida International University.



**Romie Mushtaq, MD**  
Orlando, Florida

*Founder/CEO*  
*brainSHIFT Institute*  
*and Chief Wellness Officer, Consultant*  
*Evolution Hospitality*

Chair, NCS Local Host Committee, Girl Scouts of Citrus Council

Dr. Romie Mushtaq is currently the Local Host Committee Chair for the 2023 National Convention, a Lifetime Member of GSUSA, and has served as a mentor, role model, and supporter of Girl Scouts of Citrus and other Florida councils. She also lends her expertise on mindfulness, mental health, and well-being to support local Girl Scout staff and troop leaders.

As the daughter of South Asian immigrants to the United States with English as her third learned language, she is acutely aware of the educational challenges facing children from diverse communities. Dr. Romie is particularly attuned to the importance of diversity, equity, inclusion, and belonging, and is a champion of the GSUSA’s commitment to becoming an anti-racist organization.

Dr. Romie is a board-certified Neurology and Integrative Medicine Physician, an award-winning speaker, Chief Wellness Officer for Evolution Hospitality, and Founder of the brainSHIFT Institute. She works with *Fortune* 500 companies, professional athletes, and global organizations on workplace wellness. Her expertise is featured in the national media, such as NPR, NBC, TED Talks, and *Forbes*.

Dr. Romie studied at the Medical University of South Carolina, University of Pittsburgh Medical Center, and University of Michigan. Dr. Romie entered neurology at a time when less than five percent of brain doctors in the United States were women, making her sensitive to the challenges women and girls face as they enter STEM fields. She currently lives in Orlando, Florida, where she spends her free time writing her first book, *The Busy Brain Cure*.

## Members-at-large



**Abrar Omeish**  
Fairfax, Virginia

*Member At-Large*  
*Fairfax County School Board*

**Past Girl-Board-Member, Girl Scouts Nation's Capital**

Abrar Omeish is not only a Girl Scout alum and Lifetime Member of GSUSA, but is a Gold Award Girl Scout, former national convention delegate, and former girl-board-member of Girl Scouts Nation's Capital. Abrar has said that Girl Scouts instilled in her a sense of self-assuredness that transcended barriers, and she wants to contribute to an organization that has such potential to cultivate united and empowered women.

Abrar currently serves as a School Board Member At-Large in Fairfax County, overseeing a three-billion-dollar budget for 1.2 million constituents in the nation's tenth largest school division. She is the first Libyan ever elected in US history and the youngest, first Arab, and first Muslim woman elected in Virginia. In 2009, Abrar cofounded a student-run organization that continues to provide thousands of underprivileged youths with free tutoring and mentorship. Her journey to the school board started with her Gold Award project, for which she successfully advocated to improve FCPS's bullying policy.

Abrar has received several awards for her social justice work, including the Fairfax County Peace Award and Northern Virginian of the Year recognition. In 2011, she earned her council's President's Award in honor of Ethel G. Harvey, an honor given only to one girl each year. Abrar holds a double bachelors with honors from Yale University. She is set to receive a dual JD/MPP degree from Georgetown in May 2023, where she is a Supreme Court Institute clerk and Blume Fellow.



**Marcus Peacock**  
Washington, District of Columbia

*Owner*  
*Marcus Peacock LLC*

**GSUSA National Board Audit/Risk Management Committee Vice Chair, 2020–2023 Triennium**

Lifetime Member of GSUSA Marcus Peacock married into a family of Girl Scout alums and volunteered for his twin daughters' Girl Scout troop. His wife was co-leader, and Marcus served as everything from bus driver to camp counselor. He has been a member of the GSUSA National Board since 2020 and continues to volunteer for a Girl Scouts Nation's Capital troop.

Marcus has held several high-level positions in the federal government, including Deputy Administrator at the Environmental Protection Agency (EPA) and Associate Director for Natural Resources, Energy, and Science at the Office of Management and Budget (OMB). Marcus also served as a Staff Director on committees in the US House and Senate, directed a project at the Pew Charitable Trusts, and, earlier in his career, was a licensed professional engineer. Recently, he served as Chief Operating Officer at Business Roundtable.

While Marcus was EPA's COO, the agency won the President's Quality Award for Excellence in Overall Management two years in a row. At OMB, Marcus led the team that created the Program Assessment Rating Tool (PART), used to measure the performance of federal programs. Subsequently, the PART won Harvard University's Innovations in Government Award and the American Society of Public Administration's Leadership Award.

Marcus has a bachelor's degree in industrial and systems engineering from the University of Southern California and a master's degree in public policy from Harvard University. He is a Fellow of the National Academy of Public Administration and a senior member of the Institute of Industrial Engineers.

## Members-at-large



**Jake Perlman**  
Denver, Colorado

***Executive Vice President, Software Development and IT  
Charter Communications***

Jake Perlman's family has been involved in Girl Scouts since 1925, beginning with his grandmother's participation in Butte, Montana. His mother, a Gold Award Girl Scout, was a Curved Bar recipient, and his niece is on pace to earn her Gold Award in 2023. He has experienced Girl Scouts firsthand through his own daughter, watching her gain confidence and an appreciation for the outdoors. Jake, a Lifetime Member of GSUSA, is passionate about and focused on continuing his family's tradition of helping girls and young women develop strength, poise, and broad life experiences through the Girl Scout experience.

Jake is Executive Vice President, Software Development and IT, for Charter Communications, a leading broadband connectivity company and cable operator serving more than 32 million customers in 41 states through its Spectrum brand. Jake leads software development, security, and infrastructure for the IT and shared software engineering functions.

Before joining Charter, Jake served as Chief Information Officer for Bright House Networks, where he oversaw all of information technology including billing system management, software development, online development, internal IT, information security, and other functions. Prior to that, he held various IT roles at CenturyLink.

He holds a BA from Brown University and an MBA from the University of Colorado, Boulder, Leeds School of Business. He resides in Denver, Colorado, with his wife and two daughters.



**Venus Quates**  
Huntsville, Alabama

***President and CEO  
LaunchTech***

**GSUSA National Board Member, 2020–2023 Triennium**

Venus Quates is a servant leader, US Air Force veteran, Lifetime Member of GSUSA, and accomplished professional with over 26 years of domestic and international experience as a technologist and consultant. Venus' mission of changing the workforce composition in the STEM industry drives her to create life- and game-changing opportunities and access for minorities, women, and girls.

As the President and CEO of LaunchTech, Venus leads an award-winning company that provides innovative technology and engineering solutions to enterprise customers in the public and private sectors.

Venus founded LaunchTech in 2016, which *Inc. 5000* recognized as one of the top 50 fastest-growing companies and top ten fastest-growing woman-owned companies in the country in 2021, 2022, and 2023.

Venus has decades of experience, including leading large-scale transformation and modernization projects and initiatives with major *Fortune* 500 companies, global banking giants, and leaders in the aerospace and defense industries ranging from \$1 million to \$5 billion.

In addition to serving on the GSUSA National Board, Venus serves on advisory boards for global technology aggregators, nonprofits, STEM, and veteran-focused initiatives across the country. As a former entrepreneur-in-residence for a New York-based venture development organization that has raised over \$1B in funding and served over 1,000 companies, Venus shared her breadth and depth of industry prowess while preparing diverse and early-stage firms for venture capital funding.

Venus is also a member of the *Forbes* Business Council, as well as *Inc. Masters*, and has been featured in both publications.



## Members-at-large



**Erika Rottenberg**  
Portola Valley, California

*Strategic Advisor; Former General Counsel  
Chan Zuckerberg Initiative*

GSUSA National Board Member, 2020–2023 Triennium

Past Board Member, Girl Scouts of Northern California

Lifetime Member of GSUSA Erika Rottenberg was an active Girl Scout growing up in Maryland and looks back on her cookie-selling experience as her first exposure to business, resilience-building, and entrepreneurship. Girl Scouts fueled Erika's love of the outdoors and gave her the opportunity to try new things. Her favorite Girl Scout memories center around the outdoors, where she hiked, camped, backpacked, and, of course, made and ate lots of s'mores!

Erika has over 25 years of operational executive officer experience at successful disruptive global technology companies. Most recently, Erika was General Counsel of the Chan Zuckerberg Initiative, one of our world's largest philanthropies. Erika also served as the first and long-term Vice President, General Counsel, and Secretary of LinkedIn. As an executive and general counsel, Erika was named one of the 50 Most Powerful Women in Technology, the *Financial Times*' Most Innovative Lawyer of the Year, and the San Francisco Bay Area Best General Counsel.

Erika serves on the board of NYSE-listed Twilio, a leading customer engagement platform, as well as several private company boards. She also has served on the boards of Nasdaq-listed Wix.com, a leading web development platform, the Center for Democracy and Technology, a leading nonprofit organization that promotes democratic values by shaping technology policy and architecture, and the Silicon Valley Law Foundation, the largest provider of pro-bono legal services in Silicon Valley. Prior to joining the GSUSA National Board, for almost six years, Erika served on the board of Girl Scouts of Northern California.

Prior to becoming an attorney, Erika taught special education and was a teacher advocate in Alaska. She earned her JD from the University of California, Berkeley, and her BS from the State University of New York at Geneseo. In her spare time, you'll find Erika exploring the world, hiking or biking her local trails, or making s'mores around a campfire.



**Scott Saunders**  
Sarasota, Florida

*CEO, President  
Saunders Leadership Institute, LLC*

GSUSA National Board Property Task Force Non-Board Member,  
2020–2023 Triennium

Past Board Member, Girl Scouts Greater Chicago and Northwest Indiana

Scott Saunders, a Lifetime Member of GSUSA, works to support Girl Scouts by helping develop the next group of leaders and utilizing his experience to make an impact. He believes it is vital to prepare and develop the next generation and close the gaps that prevent all young people from reaching their potential. Since 2012, Scott has served on the Girl Scouts of Greater Chicago and Northwest Indiana board. From 2012 to 2022, he chaired the council's long-range property committee with a focus on developing the council's master property plan that has guided enhancement efforts at the council's properties. Currently, he serves on the GSUSA National Board Property Task Force.

Scott Saunders is a global executive officer with over 36 years of experience leading profitable growth strategies and integrated extended supply chains across consumer products, food service, packaging, and pharmaceutical industries. Scott is recognized for building and developing empowered leadership teams and driving a culture of accountability across all levels of organizations. Scott has led business units that orchestrated and implemented integrated supply chain transformations for organizations including HAVI, McDonald's, Chick-fil-A, Sherwin-Williams, Roche, and Moen. Scott is currently CEO of the consulting company Saunders Leadership Institute.

Scott received an MBA from Cleveland State University and a BS/BA from Bowling Green State University. He and his wife Grace have been married for thirty-eight years and raised three successful adults.



## Members-at-large



**April (Cadiante) Schneider**  
Los Angeles, California

*Vice President IT, Intellectual Property Management and General Counsel*  
*Sony Pictures Entertainment*

April Schneider is passionate about redefining how women fit into the STEM world and believes that in the technology space, we should encourage young women early in their STEM journeys to break the notion that it is a male domain. April is a Girl Scout volunteer and parent, supporting her daughter as she works on her Silver Award, and a Lifetime Member of GSUSA.

April works for Sony Pictures Entertainment, as Vice President of IT, Intellectual Property Management, and General Counsel. Previously at Sony, she led IT groups over television distribution and worldwide product fulfillment/media supply chain. She served on the founding board for Sony Pictures' Women in Technology group and pushed initiatives under Sony's IT Apprentice Program to give job opportunities to underserved communities through STEM nonprofits. Before joining Sony, April worked in the consulting industry for both Deloitte and Ernst & Young as well as in strategy and IT for various financial services companies, including Countrywide Financial Corporation and ResMAE Mortgage.

She currently serves on the University of Notre Dame Corporate Advisory Board for the MBA/graduate programs and the Women in Technology Hollywood (WiTH) Board of Directors. As part of WiTH, April serves as a co-chair of the Community Engagement Committee, working with STEM nonprofits to create compelling events that educate, inspire, and mentor women in order to bring more women into technology careers.

April earned the AmeriCorps Presidential Service Award in 2020, 2021, and 2022. She earned her BA in accounting and information systems from the University of Southern California and her MBA from the University of Notre Dame.



**Leslee A. Temple, FASLA**  
Black Mountain, North Carolina

*Retired. Past President/CEO*  
*NUVIS, Landscape Architecture*

GSUSA National Board Property Task Force Chair, 2020–2023 Triennium

Past Council Board Member, Greater Long Beach Girl Scout Council

Gold Award Girl Scout and Thanks Badge II recipient Leslee A. Temple, FASLA, has been a Girl Scout for over 60 years. Invested as a Brownie, she continued through Mariner Girl Scouts, worked six years at Girl Scout resident camp, and was selected to participate in two Wider Opportunities, the precursor to Destinations. As an adult, she became a troop leader and was employed as council property manager. While on council staff, Leslee was Chair of the ten Southern California Girl Scout Councils' Resident Camp Task Force. A Lifetime Member of GSUSA, and member of the GSUSA National Board Gold Award Scholarship Task Force, Leslee reflects on her career: "I have broken a lot of glass ceilings, and I got to where I am because of leadership training in Girl Scouts. I'm honored to give back."

Leslee retired as President/CEO and majority shareholder of NUVIS, an international landscape architecture firm and a certified Women's Business Enterprise (WBE). She was the first female President of the National Landscape Architecture Foundation and the only person to serve simultaneously for three years as their Interim Executive Director. She is one of 1,400 fellows of the American Society of Landscape Architecture (FASLA), holds certification from the Council of Landscape Architecture Registration Boards (CLARB), and has been licensed in seven states. She previously served on the Black Mountain Greenways Commission and, while on the Commission, revised their Greenways Master Plan, which was adopted by the Aldermen in July 2019 and is being used to acquire state grants. She has decades of governance experience that includes leadership of nonprofit, public, and private boards. As a board member of Plaza Bank, she was certified by the FDIC. Since 2011, she has served on the board of a privately held international medical device company.

Leslee brings nearly 50 years of passion for the outdoors and professional experience in property development, master planning, and design to our National Board. She served on the Girl Scout Council of Greater Long Beach Board of Directors and in that time participated in two National Council Sessions. She served on land and resource management committees for both the San Bernardino and Los Padres National Forests. In her spare time, Leslee enjoys designing her four seasons mountain garden with a variety of color and texture, playing a five-string banjo or hammered dulcimer, and watching her golf handicap drop.



## Members-at-large



**Maryann Waryjas**  
Chicago, Illinois

*President and Director,  
Coalition for Competition in Credit Ratings, Inc.;*  
*Past Senior Vice President, Chief Legal Officer,  
and Corporate Secretary  
Herc Holdings Inc.*

GSUSA National Board Pension Advisory Committee Chair,  
2020–2023 Triennium

Past First Vice President, Girl Scouts of Greater Chicago and Northwest Indiana

Maryann Waryjas, a Lifetime Member of GSUSA, was First Vice President of Girl Scouts of Greater Chicago and Northwest Indiana, chaired the Audit Committee, and was a member of the Executive Committee. She is proud of their work merging seven councils, managing property issues and banking concerns, and most of all, supporting volunteers and girls throughout the process. She has a deep-rooted passion for bringing Girl Scouts to all girls.

Maryann is President and a member of the board of the Coalition for Competition in Credit Ratings, Inc. Previously, she served as Senior Vice President, Chief Legal Officer, and Corporate Secretary for Herc Holdings Inc. in Bonita Springs, Florida. She has been a trusted advisor to the board of directors and a member of the senior management team, leading an organization with almost \$2 billion in revenues. Her professional experience has focused on finance and strategy.

Maryann served on the board of directors of the Chicago Stock Exchange and its parent company for four years, until the sale to ICE. She was chair of their Nominating and Corporate Governance Committees, and a member of the Executive, Audit, Regulatory Oversight, and Special Transaction Committees. She is a member of the national board of directors of the Private Directors Association and serves on the advisory board for the Baumhart Center at Loyola University's Quinlan School of Business. She is a past President of the Chicago Finance Exchange. Recipient of the Woman of Vision in Business Award from the Women's Bar Association of Illinois, Maryann describes herself as "a businesswoman who happens to be an attorney." She received her law degree from Northwestern University Pritzker School of Law, cum laude, and earned her BS, magna cum laude, from Loyola University.

# 2023–2026 Non-Board, National Board Development Committee Nominations



**Vivian Blade**  
Louisville, Kentucky

*President and CEO  
Experts in Growth Leadership Consulting, LLC*

Past Board Chair, Girl Scouts of Kentuckiana

Vivian Blade has long been an advocate for the empowerment of girls and women. A Girl Scout growing up, Vivian wanted her daughter to have the same experience and served as Troop 960's co-leader within Girl Scouts of Kentuckiana. Determined to continue investing in girls, Vivian was elected to the Girl Scouts of Kentuckiana Board of Directors in 2010 where she served as board member, board secretary, and two terms as board chair. A Lifetime Member of GSUSA, she partnered with her council's Board Development Committee to ensure inclusive representation across their council footprint and to strengthen the board's performance.

Vivian's passion is to equip girls with courage, confidence, and character. Her well-versed knowledge and experience in governance, as well as her experience in serving the Movement through the rapidly changing landscape of girls' needs, equip her to perform the duties of the NBDC with excellence. She will represent the best interests of girls, volunteers, families, and staff Movement-wide into a thriving future.

As President and CEO of Experts in Growth Leadership Consulting, LLC, Vivian is a sought-after leadership expert and thought leader. A frequent keynote speaker, best-selling author, podcast host, leadership development expert, executive coach, and consultant, she works with the world's top brands to build better, more resilient workplaces. She also works in academia as an adjunct professor for the University of Louisville. She has over 20 years of leadership and business experience with General Electric and Humana. She holds a BS in business administration from Berea College and an MBA from Eastern Kentucky University.



## National Board Development Committee



**Rebecca Chavez-Houck**  
Salt Lake City, Utah

*Community Engagement Consultant  
Aspira Public Affairs, LLC*

**Former Utah House Representative, District 24**

Rebecca Chavez-Houck, a Lifetime Member of GSUSA, attributes much of her public service success to her involvement in Girl Scouts. She was an active Girl Scout Junior, Cadette, and Senior. As a Senior, she served on the Utah Girl Scout Council Senior Planning Board and attended a 1978 theatre arts Wider Opportunity in Connecticut. She then worked for the Utah Council as a Public Relations Manager from 1987–1990.

Rebecca represented the northeast area of Salt Lake City in the Utah House of Representatives from 2008 to 2018. While in office, she served as Utah House Minority Whip (2014–16) and Minority Assistant Whip (2012–14). She stalwartly advanced the concerns of women and girls through her legislative policy agenda and as co-chair of Utah’s Women in the Economy Commission. As a former board member of Utah Women Run, Rebecca also actively mentors women political candidates.

Rebecca came to the Utah State Legislature with more than 20 years of experience as a nonprofit public affairs staffer and governance volunteer. She continues to serve on a myriad of Utah and national nonprofit boards, as well as the Division Board of Altabank.

Rebecca enjoys teaching nonprofit management and government ethics as adjunct faculty in the University of Utah (U of U) Programs of Public Affairs and provides community engagement consulting through her public affairs firm, Aspira Public Affairs, LLC. She holds a BA in journalism and mass communication and an MPA from the University of Utah. In their spare time, she and her husband, Martin Houck, enjoy cross-country travel in their Class C motorhome.



**Debbie Hassan**  
Hilton Head, South Carolina

*Retired. Partner  
Deloitte and Touche, LLP*

**Past Board Chair, Girl Scouts of Eastern Pennsylvania**

Debbie Hassan is an experienced professional and CPA who recently served as both Board Chair of Girl Scouts of Eastern Pennsylvania and Chair of the Human Resources Committee. She was also one of two council board chairs to serve on the GSUSA CEO Search Committee in 2021–22. Debbie is a Lifetime Member of GSUSA who earned the First Class (or Gold Award) in the 1970s. Her experiences in Girl Scouting as a young girl and teen directly influenced and empowered her to pursue her academic and career goals.

Debbie spent more than 33 years at the international firm of Deloitte & Touche, LLP, where she specialized in delivering governance and risk services. She started her career in the Pittsburgh office of Deloitte, where she was admitted to the partnership. She and her family then relocated to Philadelphia in 1997, where she served as the Greater Philadelphia marketplace leader for the advisory and enterprise risk services practice of Deloitte & Touche, LLP, and as the local Women’s Initiative leader.

Debbie serves or has served on several other nonprofit boards in the Philadelphia area. She was recently named as one of Girl Scouts of Eastern Pennsylvania’s “2023 Take the Lead—Greater Philadelphia” honorees in recognition of her work in the community.

Debbie earned a BA in accounting and economics from Grove City College in 1981, graduating cum laude. She recently sold her home in Newtown Square and is splitting her time between Jenkintown and Hilton Head, South Carolina.





## National Board Development Committee



**Wendy Venoit**  
Norwood, Massachusetts

*Member*  
*Cozen O'Connor*

GSUSA National Board Development Committee, 2020–2023 Triennium

Wendy Venoit is a proud Girl Scout alum, volunteer, parent, and currently a member in the construction law group of Cozen O'Connor. Her practice focuses on the litigation and arbitration of domestic and international construction disputes, including litigation in state and federal forums, and mediation and arbitration before the AAA, JAMS, LCIA, ICDR and ICC. She primarily represents EPC contractors, general contractors, and construction managers, but has also represented owners. She is an experienced trial attorney, having handled dozens of construction disputes, some involving claims in excess of \$1 billion. Wendy also has extensive experience prosecuting and defending complex insurance disputes arising out of construction projects. She also serves as an arbitrator and is a member of the panel of neutrals of the AAA (construction), ICDR, CPR (construction, insurance policy holder coverage, and Boston at-large ADR panels), LCIA, and ICC, and is a member of the Chartered Institute of Arbitrators.

Previously, Wendy was the Vice President, General Counsel, and Secretary for Suffolk Construction Company, Inc. In that role, she provided legal advice to the Executive Committee, corporate departments, and regional management; oversaw the negotiation of the company's largest construction management agreements; proactively worked with management to identify risk on construction projects and implement risk mitigation plans; managed and worked with outside counsel on litigation matters; and, generally, handled all legal matters for the corporation.



**Rachel Roché Walton**  
Jackson, Mississippi

*Intelligence Analyst—Cyber*  
*Federal Bureau of Investigation (FBI),*  
*US Department of Justice*

GSUSA National Board Secretary, 2020–2023 Triennium

Past Chair, Girl Scouts Overseas Council of Advisors

Rachel's Girl Scout journey began in Girl Scouts Louisiana East. Her passion for the outdoors and youth advocacy led her to volunteer with the Girl Scout Movement over eighteen years ago. Rachel is a champion for girls and most recently served the Movement as Secretary of the National Board. Previously, Rachel served as Chair of USA Girl Scouts Overseas' Council of Advisors. Rachel is a Lifetime Member of GSUSA and member of the Juliette Gordon Low Society.

Rachel is a former retail buyer and market analyst. The events of September 11, 2001, led her on a path of public service in government as an Intelligence Analyst for the Federal Bureau of Investigation. Her professional competencies include strategic planning, forecasting, qualitative risk analysis, and protocol. Her academic strengths include international relations, forensic psychology, ethics, and human behavior.

Rachel, at her core, is a public servant and an advocate for social action. She is committed to volunteerism with more than 25 years of experience working with nonprofit organizations, including the American Legion Auxiliary, Veterans of Foreign Wars, and Delta Sigma Theta Sorority, Inc. Her passion is mentoring and empowering the next generation of women leaders.

Rachel and her husband are proud parents of five children, three of whom are Girl Scouts—a Cadette, a Senior, and a Gold Award Girl Scout who is a Lifetime Member of GSUSA.

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**The following board members are being nominated for the NBDC (each of their bios is in the preceding section):**

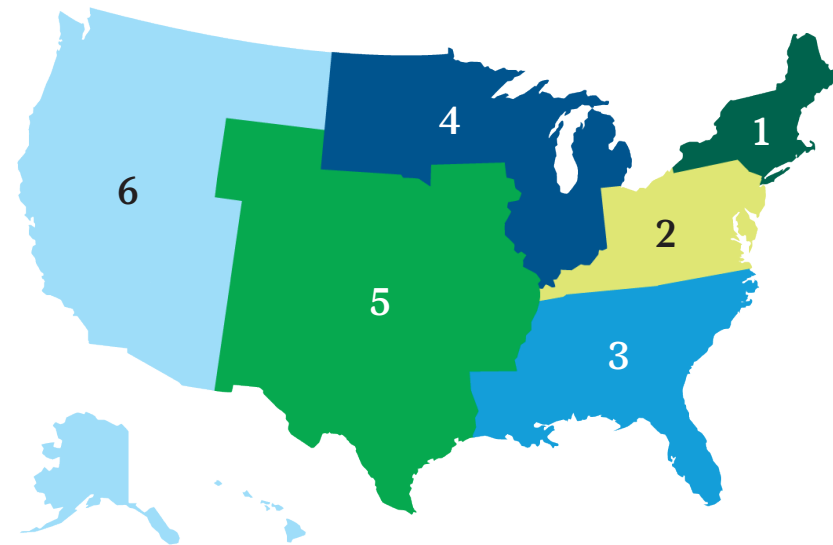
**Beth Bovis**

**Felecia Gilmore-Long**

# GSUSA Board and NBDC Slate Statistics

## 2023-2026 Triennium

### Number of Board and NBDC Slate from Each Region



- 11% Region 1
- 20% Region 2
- 23% Region 3
- 11% Region 4
- 14% Region 5
- 20% Region 6

### Slate Headlines

**20%**  
are  
**Gold Award Girl Scouts.**

**31%**  
have  
served as the  
**Board Chair of a Girl Scout council,**  
demonstrating  
knowledge and  
leadership at the  
council level.

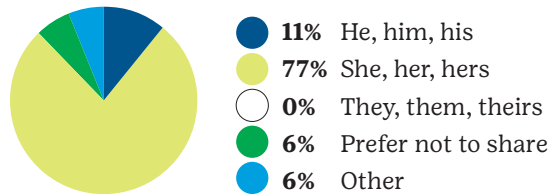
**57%**  
have  
**council leadership experience,**  
serving as  
board members  
and council  
delegates.

**46%**  
have  
**troop leadership experience,**  
delivering Girl  
Scouting directly  
to girls.

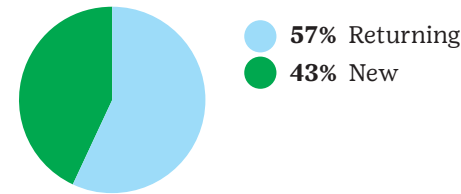
**57%**  
indicate a **race or ethnicity**  
other  
than white.

**54%**  
were able to  
**experience Girl Scouting**  
as a child.

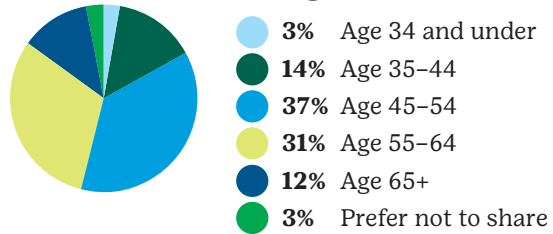
### Gender



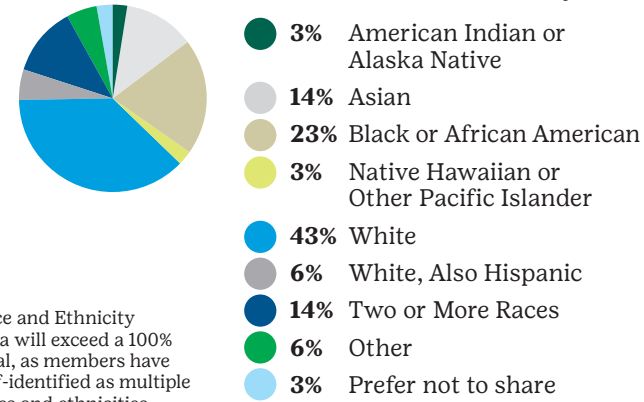
### Board Tenure



### Age

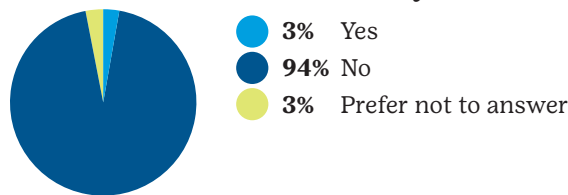


### Race and Ethnicity\*



\*Race and Ethnicity data will exceed a 100% total, as members have self-identified as multiple races and ethnicities.

### Disability

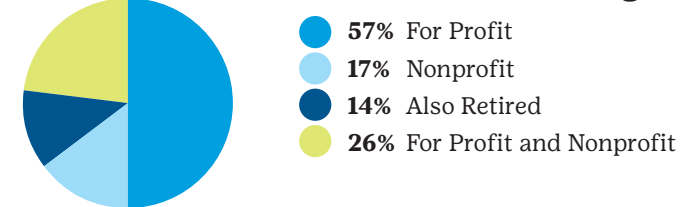


### Military Service



### Professional Expertise and Experience of Candidates

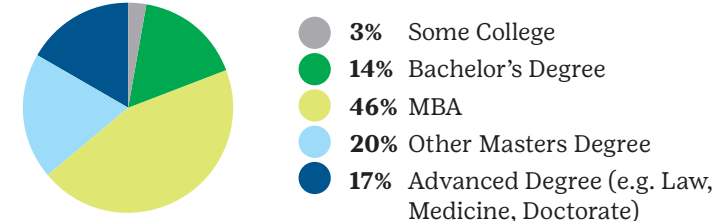
#### Professional Background



#### Top Three Skills/Expertise\*

- 46% Strategy
- 31% Finance
- 28% Technology, Innovation & Computer Science
- 26% Change Management
- 29% DEIRJ

#### Education



\*Candidates were asked to rank their top three skills/expertise. Top five displayed.

# 2023 National Council Session Agenda

## Required Action Items

The National Council will adopt:

### The Credentials Report

The credentials report is the official roll of voting members. A credentials chart is found on page 82.

### Standing Rules for the Session

Proposed Standing Rules for the 56th National Council Session are found on page 74 of this workbook.

### Program

The program is the schedule of proceedings, including the sequence of business items, and will be distributed on site at the National Council Session.

# Discussion Topics and Proposal Process

For a second triennium, a National Council Session (NCS) Advisory Team was created to provide guidance in planning for the 56th National Council Session. The 12-member team, comprised of both girl and adult members, includes current and former National Board and council board members, council CEOs, and National Council delegates. The members are from small, medium, and large councils in California, Colorado, Florida, Georgia, Louisiana, Massachusetts, North Carolina, Pennsylvania, Utah, Virginia, and Wisconsin. The team is charged with reviewing proposals and discussion topics for strategic impact, making recommendations on how councils and GSUSA can prepare and engage delegates, providing input to the board regarding the impact of proposals on councils and the Movement, and advising on creating an engaging and productive NCS agenda.

Every council was invited to partner with the board in building a strategic and future-focused agenda for the 56th National Council Session. All councils were given the opportunity to suggest topics for the agenda via a proposal and discussion topic submission process that took place from August 2021 through June 2022. The Office of the National Board received a total of ten proposals and five discussion topics from councils. The board suggested three proposals and the NCS Advisory Team itself suggested one proposal.

The NCS Advisory Team considered each discussion topic and proposal—the pros and cons of adopting it, what it would take to implement it, and additional information needed to make final recommendations. They sought advice from subject matter experts, legal counsel, and parliamentarians. Over 600 delegates responded to surveys providing feedback on topics for discussion, how discussions could be structured, and NCS logistics. Delegates were provided with education on how to propose agenda items and an early submission process was created where councils could receive feedback on potential NCS proposals before the final submission deadline.

At the Board Chair/CEO Conference (an annual meeting of council and GSUSA leadership) in November 2022, the NCS Advisory Team, on behalf of the board, presented a draft agenda for feedback from council leaders. This conversation provided important feedback to inform the board's continued deliberation on the agenda. At its January 2023 meeting, the board voted on the discussion topics and proposals for the National Council Session agenda in July 2023. An agenda overview was shared with councils on January 31, 2023, and posted to the delegate website on February 1, 2023. This National Council Session Alert provides additional information about those agenda items.

<sup>1</sup> References to “delegates” refer to delegates to the National Council.



# Discussion Topic

## Democratic Process and Delegate Voice

This discussion topic was created specifically in response to feedback from council leadership as well as delegate input. As a constantly evolving organization, we must consider how governance keeps pace. GSUSA received eight topics related to governance. Incorporating themes from the suggested governance-related proposals not placed on the agenda (Role of the National Council & Frequency of National Council Sessions, Ensuring the Importance and Effectiveness of the Democratic Process in the Movement, Credentials and Amendment to Credentials Section) into a discussion may be more impactful if considered together vs. one by one for a delegate vote. A thorough discussion can improve how our National Council delegates have a voice in our governance processes. To ensure that the outcomes of such delegate discussion are advanced in a meaningful way, the board will create a Movement Governance Advisory Team. This team will take the results of the discussion at the 56th NCS, solicit additional feedback from Movement stakeholders, further examine the governance structure of GSUSA, and make recommendations to the National Board and National Council on potential changes to the governance documents, policies, and practices of GSUSA. The team will provide periodic updates to the board and delegates and may recommend practices for immediate action which do not require further deliberation by the National Council. The team will further present a final report no later than NCS 2026 reflecting all input received.

# PROPOSAL 1

## Constitutional Amendment: Allowing the Possibility of Virtual Attendance for National Council Sessions and for Special Sessions of the National Council

### Originated by

Girl Scouts of Eastern Pennsylvania

### Proposal

To amend the Constitution and Bylaws of GSUSA as follows: Update Article V Sections 1, 3, and 4 of the *Blue Book of Basic Documents*, page 9, by inserting the bolded, green wording, as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>Section 1</b></p> <p>There shall be a regular session of the National Council held triennially at such time and place as determined by the National Board of Directors. Notice of the time, place, and purpose of such session shall be mailed not less than 60 days before the session to each local council, to each USA Girl Scouts Overseas committee, and to each member of the National Board of Directors and National Board Development Committee</p>	<p><b>Section 1</b></p> <p>There shall be a regular session of the National Council held triennially at such time and place as determined by the National Board of Directors. Notice of the time, place, and purpose of such session shall be mailed <b>or delivered electronically</b> not less than 60 days before the session to each local council, to each USA Girl Scouts Overseas committee, and to each member of the National Board of Directors and National Board Development Committee</p>	<p><b>Section 1</b></p> <p>There shall be a regular session of the National Council held triennially at such time and place as determined by the National Board of Directors. Notice of the time, place, and purpose of such session shall be mailed or delivered electronically not less than 60 days before the session to each local council, to each USA Girl Scouts Overseas committee, and to each member of the National Board of Directors and National Board Development Committee</p>
<p><b>Section 3</b></p> <p>Notice of the special session, stating the time, place, and specific purpose, shall be mailed not less than 30 days before the session to each local council, each delegate from USA Girl Scouts Overseas, each member of the National Board of Directors and the National Board Development Committee, each Past President, and each member elected by the National Council who is entitled to vote at such session.</p>	<p><b>Section 3</b></p> <p>Notice of the special session, stating the time, place, and specific purpose, shall be mailed <b>or delivered electronically</b> not less than 30 days before the session to each local council, each delegate from USA Girl Scouts Overseas, each member of the National Board of Directors and the National Board Development Committee, each Past President, and each member elected by the National Council who is entitled to vote at such session.</p>	<p><b>Section 3</b></p> <p>Notice of the special session, stating the time, place, and specific purpose, shall be mailed or delivered electronically not less than 30 days before the session to each local council, each delegate from USA Girl Scouts Overseas, each member of the National Board of Directors and the National Board Development Committee, each Past President, and each member elected by the National Council who is entitled to vote at such session.</p>

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>Section 4</b></p> <p>Two hundred members of the National Council present in person shall constitute a quorum for the transaction of business at sessions of the National Council, provided, however, that delegates are present from one or more local councils in a majority of the geographical areas of the country as defined in the Bylaws. In the absence of a quorum, a majority of those present at the time and place set for a session may take an adjournment from time to time until a quorum shall be present.</p>	<p><b>Section 4</b></p> <p>Two hundred members of the National Council present in person shall constitute a quorum for the transaction of business at sessions of the National Council, provided, however, that delegates are present from one or more local councils in a majority of the geographical areas of the country as defined in the Bylaws. <u>At the sole discretion of the National Board, any National Council session may be held in whole or in part by means of the internet or other electronic communications technology pursuant to which the members of the National Council have the opportunity to read or hear the proceedings substantially concurrently with their occurrence, vote on matters submitted to the members, pose questions, and make comments. Attendance through such means shall constitute presence in person at such meeting for quorum and voting purposes.</u> In the absence of a quorum, a majority of those present at the time and place set for a session may take an adjournment from time to time until a quorum shall be present.</p>	<p><b>Section 4</b></p> <p>Two hundred members of the National Council present in person shall constitute a quorum for the transaction of business at sessions of the National Council, provided, however, that delegates are present from one or more local councils in a majority of the geographical areas of the country as defined in the Bylaws. At the sole discretion of the National Board, any National Council session may be held in whole or in part by means of the internet or other electronic communications technology pursuant to which the members of the National Council have the opportunity to read or hear the proceedings substantially concurrently with their occurrence, vote on matters submitted to the members, pose questions, and make comments. Attendance through such means shall constitute presence in person at such meeting for quorum and voting purposes. In the absence of a quorum, a majority of those present at the time and place set for a session may take an adjournment from time to time until a quorum shall be present.</p>

### Rationale Submitted by Originating Council

In advance of the 2020 NCS, two proposals were submitted for constitutional amendments to allow virtual or electronic special sessions of the National Council. At that time, the National Board opted not to include this proposal in the slate for NCS 2020. Here are a few of their remarks on this topic.

- The concept of adapting to and incorporating modern technology-based ways of communication to enhance the democratic process resonated strongly with the board.
- After further research, it became clear that an electronic special session would not work at this time, given the technology required, the cost, and the size of the delegate body.
- Electronic sessions would not create the same experience for dialogue, communication, and interaction with other members.
- Parliamentarians expressed that it is not currently possible to hold an electronic meeting that would be compliant with *Robert's Rules of Order NR*.
- Managing electronic debate and decision-making under *RONR* for a group of this size would be extremely difficult, if not impossible.
- Parliamentarians were unaware of any technology that could satisfy the requirements of an NCS (verify identity of delegates, confirm a quorum, safeguard votes, etc.).
- The costs of the technology would be significant and there could also be additional costs for councils and potentially delegates.

Then COVID-19 happened, and rather than canceling the 2020 NCS, GSUSA found a way through these obstacles and objections to make our groundbreaking first virtual session a reality. Delegates, councils, and members agree that, while not ideal, the virtual session was successful. Here are a few positive outcomes:

- An electronic session did work; the technology does exist.
- Technology is ever evolving; better ways and more cost-effective ways will become available.
- GSUSA is one of many organizations and corporations that can and will incorporate this technology into everyday business.
- GSUSA was able to follow *RONR* on a virtual platform.
- *Robert's Rules 12th Edition* now includes four sets of sample rules for electronic meetings designed to meet various needs, along with bylaw provisions sufficient to authorize such meetings.
- It is possible to manage electronic debate, identification of participants, reach a quorum, and safeguard votes virtually.
- GSUSA managed the cost of holding a virtual NCS.

Plus, the National Board of Directors already allows their members to have a virtual presence in their meetings; per the *Blue Book*, Bylaws Article I, Section 3: “A majority of the National Board must be present (in person or linked by telecommunication or by means such that all members participating in the meeting are able to hear one another [*italics added for emphasis*]) to constitute a quorum.” We believe offering this same option to the National Council illustrates understanding and equity and, therefore, should be allowed.

- Implementing virtual access and participation in National Council Sessions and special sessions of the National Council promotes inclusivity within our membership by eliminating the need to travel in order to attend, a cost barrier for some.
- Eliminating the need for travel also accommodates other circumstances that may affect our members such as school and work obligations, weather-related issues, and medical issues.
- This proposal supports and encourages the use of technology, aligning with concepts we promote in our program.
- This proposal allows our organization to be nimble under any circumstances that may come up.
- We have already done virtual; we can continue to do virtual, and it’s time we bring our Constitution up to date to account for this.

### Financial Impact Statement Submitted by Originating Council

Without having access to actual budget amounts for the 2020 NCS, we have hypothesized impacts on income and expenses in the chart below. Evaluation of these factors implies that in-person meetings have a greater financial impact than virtual meetings for both GSUSA and councils. For 2020, we assume that money not spent on in-person expenses was invested in technology to make the virtual meeting a reality.

Virtual meetings are estimated to be less expensive for both the host and participants; however, there is a different dynamic. Given the current state of technology and the current state of the world, allowing the National Board to make an informed decision offers the best of both worlds in terms of flexibility, timeliness, and equitable access.

Expense or Income Item	In-person Increase	In-person Decrease	Virtual Increase	Virtual Decrease
Rental of convention center	X			X
Hall of Experiences	X			X
Video broadcast within site	X			X
Security	X			X
Printed materials	X		X	
Swag	X			
Food	X			X
Transportation around site	X			X
GSUSA volunteer, board, staff costs	X			
Entertainment/keynote costs	X			
Voting tabulation system	X			
Credentialing—virtual		X	X	
Income—sponsorships	X			X
Income—ticket sales	X			X
Income—exhibitor fees	X			X
Income—retail merch	X			X
Contract with virtual platform vendor		X	X	
Virtual voting platform			X	
Expanded tech support			X	
Councils—transportation, hotel, food for delegates	X			X
Councils—registration fees	X			X
Members at large—upgraded tech and internet access		X	X	
Members at large—cost of attendance	X			X
Tabulation:	18	3	6	13



### Recommendation of the National Board

The board recommends adoption of this constitutional amendment. If adopted, it would:

- preserve the ability to conduct in-person meetings;
- provide flexibility for virtual sessions, which could be scheduled more quickly in response to urgent matters as opposed to being limited to an in-person format; and
- allow for electronic notification of a session which may be more efficient and cost-effective than sending printed information.

The NCS Advisory Team supports the proposal.

# PROPOSAL 2

## Constitutional Amendment: Amend the Girl Scout Promise and Law to Use More Potent, Actionable Language

### Originated by

Girl Scouts Heart of New Jersey

### Proposal

THAT the Preamble of the Constitution of the Girl Scouts of the United States of America be amended to delete the words “try,” “to,” and “do my best” and to insert the word “will.”

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>THE GIRL SCOUT PROMISE:</b></p> <p>On my honor, I will try: To serve God and my country, To help people at all times, And to live by the Girl Scout Law.</p> <p><b>THE GIRL SCOUT LAW:</b></p> <p>I will do my best to be honest and fair, friendly and helpful, considerate and caring, courageous and strong, and responsible for what I say and do, and to respect myself and others, respect authority, use resources wisely, make the world a better place, and be a sister to every Girl Scout.</p>	<p><b>THE GIRL SCOUT PROMISE:</b></p> <p>On my honor, I will <del>try:</del> <del>To</del> Serve God and my country, <del>To</del> Help people at all times, And <del>to</del> live by the Girl Scout Law.</p> <p><b>THE GIRL SCOUT LAW:</b></p> <p>I will <del>do my best to</del> be honest and fair, friendly and helpful, considerate and caring, courageous and strong, and responsible for what I say and do, and <del>to</del> <u>will</u> respect myself and others, respect authority, use resources wisely, make the world a better place, and be a sister to every Girl Scout.</p>	<p><b>THE GIRL SCOUT PROMISE:</b></p> <p>On my honor, I will: Serve God and my country, Help people at all times, And live by the Girl Scout Law.</p> <p><b>THE GIRL SCOUT LAW:</b></p> <p>I will be honest and fair, friendly and helpful, considerate and caring, courageous and strong, and responsible for what I say and do, and will respect myself and others, respect authority, use resources wisely, make the world a better place, and be a sister to every Girl Scout.</p>

Proviso: this change would take effect with the 2024 Membership Year, with printed items to be fully refreshed by the start of the 2025 Membership Year.

### Rationale Submitted by Originating Council

Girl Scouts is an organization committed to providing a safe space for young people while encouraging sampling, civil discourse, social-emotional growth, and grit, all to produce sensitive, successful change-makers. Yet Generation Z, current teens and young adults, is the most cynical generation of our lifetime according to The New York Times. Growing up in social turmoil—unrepentant mass shootings in schools, racially-motivated violence, alarming climate change, a bungled response to global pandemic, unprecedented uncertainty—Gen Z’s disaffection for legacy institutions is justified. As Sofia Chang was welcomed as National CEO, she noted that “as Girl Scouts [enters] its 110th year of service, the mission to develop and create opportunities for all girls is more critical than ever.” If Girl Scouts wishes to “grow, become more inclusive, and positively impact the lives of all girls and young women,” then the Movement must take bold steps to modernize—beginning with our core values: the Promise and Law.

The proposed change to the Girl Scout Promise and Law is inspired by Troop 20923 when they learned of the teachings of Dr. Cindy Wahler, a psychologist and expert in human behavior. Dr. Wahler posits that individuals who use more potent, actionable language are more successful. In September 2021, Dr. Wahler offered a virtual session on Impactful Communication to 120 council leaders, which may be viewed as a recording (passcode: GSHNJ#IWill). In her lecture, Dr. Wahler points out that American women tend to diminish the power of their own communication through word choices like, “It’s just my opinion, but...” Further, women’s habitual resistance to self-promote leads them to interject phrases like, “I hope to...” or “I would like to...” as opposed to using declarative, deliberate language like, “I will...” Individuals who use impactful language to clearly articulate ideas and goals are more likely to receive an interview, be promoted, and find success. Troop 20923 instinctively understood this, noticing that even in their fourth-grade class, differences in behavior—and resulting outcomes—were a reflection of divergent communication styles. If the line between childhood self-identity and future ambition is clear, then Girl Scouts plays a key role in teaching one million of tomorrow’s leaders to express themselves with authority and assurance.

Girl Scouts’ recent rebrand is already demonstrating impactful communication principles: “To move our story forward, we use a voice that’s encouraging, emotive, thoughtful, inclusive, and bold. As Girl Scouts, we speak and show up distinctly.” Our brand tenets include being emotive and substantive, speaking thoughtfully but unreservedly, with bold determination. Removing “try” from the Promise and Law is all that is necessary to transform them into potent, motivating calls to action, fully embracing and internalizing Girl Scouts’ aspirational brand. Removing “try” signals Girl Scouts’ willingness to examine traditions, remaining faithful to customs that serve our members and doing away with those that are no longer relevant to this generation.

“Trying” remains the key inspiration for Girl Scout programming at all levels: exploring, experimenting, failing, innovating, growing. The Girl Scout Law, however, describes foundational behaviors—a moral compass—instilled into every member who promises to live by them. They are universal values, evolving over time, meant to affirm every Girl Scout’s potential and ambition regardless of culture, religion, or family history. There is no space for “trying” when it comes to morality or core values.

In the increasingly competitive youth development market, there is no space for disregarding the impact of today’s social chaos on our youth. Over the four years that Troop 20923 has been advocating for this change, they’ve discovered an increasing appetite for participating in traditions while adapting them for modern self-expression. A national survey following national delegates’ discussion of this topic during the 2020 National Council Session suggests a high tolerance for this change, and an agreement on its timeliness within the context of our current political and social climate.

Gen Z is a nuanced, politically motivated group, seething with moral passion and ready to create cultural transformation. Girl Scouts can lead the charge. Girl Scouts will lead the charge.

### Financial Impact Statement Submitted by Originating Council

GSHNJ is not in a position to calculate exact budgetary costs for a change of this type as we do not have access to GSUSA’s vendor agreements. However, we offer that in the digital age, Girl Scouts are being encouraged to forgo printed materials or provide “print on demand” resources rather than consuming expensively-produced printed materials that minimize the need for retroactive editing of the Girl Scout Promise and Law.

If Girl Scouts makes a change of this type on the national stage, a collective call to the media will result in a net positive impact on the Movement by boosting the visibility of the brand and offering another opportunity to address the “scout” confusion in the marketplace. Local councils could leverage increased national media attention to generate more membership and volunteer leads, provide dynamic corporate partnership opportunities, and explore new avenues of revenue and program diversification.

### Recommendation of the National Board

The board remains neutral on adoption of this constitutional amendment because:

- the Promise and Law language is a complex multifaceted issue;
- historically, extensive Movement-wide research and discussion has occurred prior to this type of significant change to the Promise and Law to thoroughly assess child development research, consider impact on program changes and council support, etc. This research and impact assessment has not taken place; and
- no Movement deliberative group, taskforce, working group or otherwise, has presented a recommendation to inform a board position on this issue.

Words matter. In addition to the literal meaning of a word, words also evoke ideas and feelings. The same word can create different ideas or feelings for each person hearing or reading that word. The focus of this proposal on the words “will” and “try” is likely to bring up different feelings and ideas for different individuals.

The Promise and Law reflect the most important words in Girl Scouting. They summarize who we are, what we believe, and how we commit to act in our daily lives. The words we use to describe these values have evolved over time as our Movement has evolved and when changes were considered, done with significant reflection, input, and deliberation. That is the rationale for the historical use of taskforces or other Movement-wide groups to gather input, research, and feedback prior to making changes to our Promise and Law.

While Movement-wide research and testing has not been done, this is the third consecutive triennium where a proposal on revising the Promise and Law in this way has been suggested for placement BY GIRLS on the NCS agenda. Prior to COVID-19 requiring a virtual meeting, the board planned to hold a discussion on this proposal. As NCS 2020 was virtual, GSUSA supported the originating council in conducting an attendance-optional virtual discussion in 2020 to seek girl input on the Promise and Law. As this is a recurring topic, the board is placing the proposal for a vote.

The NCS Advisory Team recommended this be placed as a discussion topic.

# PROPOSAL 3

## Constitutional Amendment: Council Representation on the National Board

### Originated by

Girl Scouts of Greater Atlanta

### Proposal

To amend Article X, Section 2 of the Constitution of Girl Scouts of the USA to insert “at least three (3) of whom shall be Council Executives.” After the words “members-at-large,” and to insert the definition of “Council Executive” after the word “country.”

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>COMPOSITION</b></p> <p>The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large. The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p>	<p><b>COMPOSITION</b></p> <p>The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large, <u>at least three (3) of whom shall be Council Executives.</u></p> <p>The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p> <p><u>Council Executive</u></p> <p><u>A Council Executive shall be defined as a person currently employed as the Chief Executive Officer of a chartered Girl Scout Council, who meets the criteria for service as a member of the National Board. A Council Executive who ceases to be employed as the Chief Executive Officer of a chartered Girl Scout council shall be deemed to have automatically resigned as a member of the National Board, and such vacancy shall be filled by a new Council Executive.</u></p>	<p><b>COMPOSITION</b></p> <p>The National Board of Directors shall consist of the President, the Vice Presidents, the Secretary, and the Treasurer; and 25 members-at-large, at least three (3) of whom shall be Council Executives.</p> <p>The Chair of the National Board Development Committee, if not already elected to the National Board, shall be ex officio a member of the National Board. The Chief Executive Officer shall be an ex officio member without vote. The National Board shall at all times be representative of the various geographical areas of the country.</p> <p><u>Council Executive</u></p> <p>A Council Executive shall be defined as a person currently employed as the Chief Executive Officer of a chartered Girl Scout Council, who meets the criteria for service as a member of the National Board. A Council Executive who ceases to be employed as the Chief Executive Officer of a chartered Girl Scout council shall be deemed to have automatically resigned as a member of the National Board, and such vacancy shall be filled by a new Council Executive.</p>



Proviso: This provision takes effect no earlier than the 2026 National Council Session.

### Rationale Submitted by Originating Council

The purposes of this proposal are to (1) improve communication, transparency, accountability, and trust between the National Board, GSUSA, councils, and the membership at large and (2) facilitate better decision-making by the National Board with respect to Movement priorities.

The addition of Council Executives to the National Board addresses a missing perspective that elevates the experiences and needs of current volunteers, girls, and councils. While the National Board typically includes one or more individuals who formerly served as council board chairs, these individuals lack a real-time connection to the experiences of current girls and volunteers in our Movement, as well as the experiences of local councils. Council Executives would serve as advocates for local Girl Scouting to allow the National Board to better understand and prioritize initiatives that impact the member experience and address critical pain points like the national technology platforms (e.g., VS 2.0, GSEvents, Digital Cookie) that have hindered the achievement of strategic Movement goals. Council Executives can provide a valuable perspective to the National Board with respect to sensitive issues such as dues increases and gender expression and assist the National Board in better understanding how their decisions will be perceived at the local level. The addition of council voices to the National Board will facilitate better alignment of our Movement behind our national strategy in the area of operational excellence, which seeks to transform our culture, operations, funding model, and governance in visible and impactful ways.

### Financial Impact Statement Submitted by Originating Council

There is no financial impact to local councils or the national organization.

### Recommendation of the National Board

The board does not recommend adoption of this constitutional amendment.

Council Chief Executive Officers (CEOs) are critical Movement leaders—their input is essential to decision-making and is considered as part of operational and governance decisions. Equally, we must respect that CEOs as operational leaders serve in a distinctive and different role than governance board leaders. The board is committed to hearing the voices of council CEOs and GSUSA has management routines in place to do this including monthly meetings with the national CEO, council alignment network groups, etc. The board believes there are more efficient and effective ways to gather input from councils to ensure that those with the most expertise on any given topic are provided with the opportunity to inform the National CEO for operational issues and, as appropriate, the board. The board actively seeks input from council CEOs, board chairs, and other experts and will continue to do so by inviting those individuals to board discussions.

Adding three council CEO colleagues to the national board does not guarantee the purpose of the proposal is addressed. Improvements in communication and decision-making (the cited purposes) must be more effectively addressed in our day-to-day work across the Movement. If existing operational communication and decision-making is not effective to address today's needs, then the solution should specifically address this operational gap versus mandating a board governance change.

Further, this proposal implies that three of 111 council CEOs can represent all councils and their operational needs.

The NCS Advisory Team does not support this proposal.

### Rationale for Proviso

The intent of the proviso is to establish the 2026 National Council Session as the earliest effective date of any amendment to this section to allow time for orderly implementation of this amendment should it pass.

- The National Board Development Committee (NBDC) plays a critical role in assessing the board's requirements for leadership each triennium. The NBDC's recruitment, cultivation, and assessment of candidates encompasses the talent, expertise, geographic representation, and diversity needed for an effective board slate.
- The slate identified for 2023 represents the last eighteen months of NBDC work.
- Council CEO representation would require the same thoughtfulness and consideration. Identification of an appropriate application and screening process for council chief executive officers (CEOs) is part of that process. If adopted immediately, three currently slated and thoroughly screened candidates who have agreed to volunteer for national board service and attend NCS 2023 would be removed from the slate and replaced by council CEOs who have not completed the same NBDC candidate vetting process.
- A proviso for a later effective date allows these important NBDC processes to be followed, delegates to be informed in advance about the council CEO candidates for the board slate, and the Movement to weigh in on any future process of nomination of the three CEO candidates to the NBDC.

# PROPOSAL 4

## Constitutional Amendment: DEIRJ Language Proposal

### Originated by

Girl Scouts of the USA National Board on Recommendation of the DEIRJ Board Advisory Committee

### Proposal

To amend the Preamble of the Constitution by inserting the words “and anti-racism” after the word “pluralism” in both places where that word occurs. If approved, the text would read as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>DIVERSITY AND PLURALISM</b></p> <p>Girl Scouts advance diversity and pluralism in our Movement and in the communities in which we live.</p>	<p><b>DIVERSITY, PLURALISM AND ANTI-RACISM</b></p> <p>Girl Scouts advance diversity, pluralism, <b>and anti-racism</b> in our Movement and in the communities in which we live.</p>	<p><b>DIVERSITY, PLURALISM AND ANTI-RACISM</b></p> <p>Girl Scouts advance diversity, pluralism, and anti-racism in our Movement and in the communities in which we live.</p>

### Proposal Summary

This proposal amends the Preamble to our Constitution to emphasize our existing commitment to “diversity” and “pluralism” as Girl Scout values. It underscores our dedication to the work of anti-racism as a fundamental principle of the Girl Scout Movement and its sustainability.

Understanding that racism involves addressing institutional policies and practices of society that shape the cultural beliefs and values that directly and indirectly exclude communities based on race,<sup>2</sup> the updated language will create a comprehensive approach to not just attract and *include* people of different backgrounds in our Movement (“diversity” and “pluralism”), but to actively work to dismantle the structures that preclude their full participation (“anti-racism”).

The amendment strengthens and updates the references to “diversity” and “pluralism,” while naming and reflecting the contemporary language, actions, and priorities of Girl Scouts to actively work in opposition of racist structures (“anti-racism”).

As we prepare to develop the leaders of tomorrow, our success will be determined by the ability to create pathways towards full inclusion and belonging across the Movement. Dedicating this line in our Constitution not only reinforces our anti-racist values but signals our sustaining commitment to this work and paves the way for girls in all historically excluded communities to be a part of this Movement. As we know, the structural barriers created by racism are the foothold and foundation for societal effects experienced by other marginalized communities. Within those communities, race is one—in many cases the primary—factor in determining how individuals are affected.

This amendment is urgent, timely, and important as it seeks to support the sustainability of decades-long Movement-wide efforts made by our colleagues, volunteers, and Girl Scouts.

In proposing this Constitutional amendment, it is the intent of the National Board to codify in governing documents our commitment to be an anti-racist organization. In our Anti-Racism Pledge, Girl Scouts of the USA has stated:

We will do our part to dismantle systemic racism. We recognize that this is far from easy or fast work, but we are Girl Scouts—we believe in sisterhood, justice, and fairness—so we are in it for the long haul.<sup>3</sup>

### Background

As a century-old institution with traditions woven into the fabric of every residential zip code, we have a complex historical relationship of race and equity within the Girl Scout Movement.

In the early years of our Movement, girls and women of color faced the same limitations in our Movement as they did in the rest of society. Our troops were segregated until the Movement took a step in dismantling the system of inequity that existed for Black and brown girls in the organization.

The very first African American Girl Scout troop assembled in 1917, just five years after Juliette “Daisy” Gordon Low started the organization in Savannah, Georgia. It remained segregated until the 1950s, when the organization made a national effort to desegregate ALL Girl Scout troops. This non-compromising attitude and commitment to that mission is what made Dr. King describe these brave young women as “a force for desegregation” in 1956.<sup>4</sup>

In the 1950s, Dr. Gloria Dean Randle Scott served as the President of the Negro Girl Scout Senior Planning board, and in 1975 she became the first Black National President of Girl Scouts. One year later, in 1976, Ms. Frances Hesselbein became CEO of GSUSA. Ms. Hesselbein served as CEO until 1990. During that time, she was a champion for inclusivity and diversity and the strength it brought to our Movement.

Throughout her tenure, Ms. Hesselbein spearheaded the creation of groundbreaking programmatic resources on diversity, equity, and inclusion (DEI) for the Movement. Partnering with the National Urban League, Ms. Hesselbein was able to engage consultants to support our diversity journey. She not only wanted any girl—of any background—to be able to find herself in our handbooks, she took the work further to ensure equitable spaces so that girls of color felt included in every facet of the Movement. As a result of Ms. Hesselbein’s efforts, *membership for girls of color* tripled during her tenure as CEO.

Over the course of the next three decades, our equity work has continued. GSUSA and councils across the Movement have established diversity, equity, and inclusion teams, engaged in programmatic and process updates, and have provided staff and volunteer trainings.

<sup>2</sup> Anti-Racism Resources. (2022). Retrieved from Projects at Harvard <https://projects.iq.harvard.edu/antiracismresources/allies>

<sup>3</sup> GSUSA Anti-Racism Pledge

<sup>4</sup> *Ebony* magazine, March 9, 2012

In 2020, Girl Scouts responded to the call for racial justice in communities across the country by reinforcing that diversity, equity, and inclusion are valued by the Girl Scout Movement. Through our Anti-Racism Pledge, GSUSA vowed to take action to support Black girls, their families, and their communities, making Girl Scouts one of the first youth serving organizations to publicly commit to becoming an anti-racist organization. Our pledge then and now is to ensure all girls and their families have a place in Girl Scouting—our commitment to anti-racism will enable this.

In 2020, GSUSA formed a Board Advisory Committee and a Movement-wide Steering Committee comprised of national board members, GSUSA staff, and Girl Scout council CEOs. This group is helping guide and prioritize how we embed diversity, equity, inclusion, and racial justice (DEIRJ) in everything we do. Experts were commissioned to conduct a comprehensive audit of programs, policies, and practices as well as understand the Girl Scout experiences of members across the country. The results of this audit will inform our collective long-term DEIRJ objectives as we work to unite as one around this work. We have the opportunity to extend the work that has been done by each facet of the Movement and co-create a unified approach to which all members can contribute. Research shows<sup>5</sup> that organizations equipped with a wide range of voices and perspectives are better able to innovate, take risks, solve problems creatively, and turn challenges into opportunities. Therefore, given the ever-increasing diversity of our communities, creating a culture that embraces equity through the lens of anti-racism will be vital for us to continue to exist, grow, and be relevant to all girls in the nation.

This proposal is the next step in our Movement’s journey to achieving our highest aspirations as a place to nurture all girls and their ambitions. Our ardent support to advance diversity, pluralism, and anti-racism in our Movement and in the communities in which we live demonstrates our commitment to make the world a better place. In doing so, we take heed to our former national CEO’s call to action:

“We must take steps to address these inequalities. I have worked my entire life as a passionate advocate for inclusion and diversity, and we as a society still need to change.”

Frances Hesselbein  
Leader to Leader Fall 2020  
“Battling Racial Injustice”

### Financial Impact Statement Submitted by the DEIRJ Board Advisory Committee

While this proposal does not have an immediate financial impact, future decisions based on activating our Movement’s commitment to anti-racism may require financial investments that will be considered during the normal planning and budgeting processes.

### Recommendation of the National Board

The board recommends approval of this constitutional amendment for the reasons stated above. The NCS Advisory Team supports the proposal.

# PROPOSAL 5

## Constitutional Amendment: Formula for Delegates

### Originated by

Farthest North Girl Scout Council

### Proposal

To amend Article IV, National Council, Section 5, by striking the number 3,500 in every place where it occurs and replacing it with the number 1,000 and by striking the word “no” and replacing it with the words the words “as close to but not” in the last sentence.

Current Wording	Proposed Amendment	If Adopted, Will Read
<p><b>FORMULA FOR DELEGATES</b></p> <p>Each local council to which a charter has been issued and remains in force shall be entitled to the following delegates based on the number of girls under its jurisdiction who are members of the Girl Scouts of the United States of America as of September 30 of the year preceding the regular session of the National Council:</p> <ul style="list-style-type: none"> <li>a. two (2) delegates;</li> <li>b. one (1) additional delegate for up to 3,500 girls;</li> <li>c. one (1) additional delegate for every 3,500 girls thereafter.</li> </ul> <p>USA Girl Scouts Overseas collectively shall be entitled to the number of delegates according to the same formula prescribed for local councils.</p> <p>The prescribed figure of 3,500 girls may be adjusted when necessary to keep the total membership of the National Council no larger than 1,500.</p>	<p><b>FORMULA FOR DELEGATES</b></p> <p>Each local council to which a charter has been issued and remains in force shall be entitled to the following delegates based on the number of girls under its jurisdiction who are members of the Girl Scouts of the United States of America as of September 30 of the year preceding the regular session of the National Council:</p> <ul style="list-style-type: none"> <li>a. two (2) delegates;</li> <li>b. one (1) additional delegate for up to <del>3,500</del> 1,000 girls;</li> <li>c. one (1) additional delegate for every <del>3,500</del> 1,000 girls thereafter.</li> </ul> <p>USA Girl Scouts Overseas collectively shall be entitled to the number of delegates according to the same formula prescribed for local councils.</p> <p>The prescribed figure of <del>3,500</del> 1,000 girls may be adjusted when necessary to keep the total membership of the National Council <del>no as close to but not</del> larger than 1,500.</p>	<p><b>FORMULA FOR DELEGATES</b></p> <p>Each local council to which a charter has been issued and remains in force shall be entitled to the following delegates based on the number of girls under its jurisdiction who are members of the Girl Scouts of the United States of America as of September 30 of the year preceding the regular session of the National Council:</p> <ul style="list-style-type: none"> <li>a. two (2) delegates;</li> <li>b. one (1) additional delegate for up to 1,000 girls;</li> <li>c. one (1) additional delegate for every 1,000 girls thereafter.</li> </ul> <p>USA Girl Scouts Overseas collectively shall be entitled to the number of delegates according to the same formula prescribed for local councils.</p> <p>The prescribed figure of 1,000 girls may be adjusted when necessary to keep the total membership of the National Council as close to but not larger than 1,500.</p>

Proviso: That this action become effective for the 2026 National Council Session.

<sup>5</sup> Tsusaka, M., Krentz, M. Reeves, M. “The Business Imperative of Diversity.” Boston Consulting Group. June 19, 2019



### Rationale Submitted by Originating Council

The formula for the delegate body of council delegates was amended at the 2008 National Council Session, during the implementation of the Core Business Strategy. In 2008, the girl membership was 2,495,812. The number of councils was being reduced from 312 to 109. At the 2008 National Council Session, the delegates established the optimal size of the National Council body at 1,500 council delegates. Therefore, the formula was established to add council delegates accordingly using 3,500 girls as the threshold.

However, that formula did not hold up for even one National Council Session because girl membership was on a steep decline. The girl membership has continued to decline every year. The National Board of Directors used a modified formula of 2,000 girls in 2011, 2014, and 2017; and 1,500 girls in 2020 and 2023. This resulted in the following number of delegates for those respective years:

2011: 1,296 National Council delegates, 7.6% decrease in membership since 2008

2014: 1,195 National Council delegates, 13% decrease in membership since 2011

2017: 1,027 National Council delegates, 12.1% decrease in membership since 2014

2020: 1,158 National Council delegates, 16.9% decrease in membership since 2017 (formula change)

2023: 846 National Council delegates projected, 27.3% decrease in membership from 2020 to 21

With the dramatic decrease in membership from 2019 to 2022, using the same girl formula of 1,500 would result in a delegate body of approximately 846 delegates for the 2023 National Council Session. It is safe to assume the girl membership will never recover to its former days of 2.5 million. Therefore, a Constitution change to the formula is long overdue.

Assuming the girl membership levels off and no further decreases occur, an adjusted formula to add council delegates for every 1,000 girls would result in a delegate body of 1,320 for the 2026 National Council Session.

Finally, the wording change to add the phrase “as close to but not” larger than 1,500 council delegates is important because the GSUSA Board of Directors has interpreted the phrase “no larger than 1,500” to mean any number smaller than 1,500. However, the National Council in 2008 rejected the proposal by GSUSA to reduce the size of the National Council to 1,000 council delegates. An amendment was passed to increase the council delegate body to 1,500, where it stands today. Therefore, it is understood that the 2008 delegates did not want to allow the delegate body to shrink smaller than 1,000.

The size of the delegate body at 1,500 members is important because it represents the voices of the membership across the Movement. Despite the declines in membership, the delegate representation at the National Council Session is important to maintain at 1,500 delegates, respecting the decision of the 2008 NCS Delegates and the importance of many voices.

### Financial Impact Statement Submitted by Originating Council

No expenditures are anticipated as the total number of delegates to the National Council Session will remain unchanged.

### Recommendation of the National Board

The board does not recommend adoption of this constitutional amendment for the following reasons:

- Changing the formula is not necessary to achieve the objective of the proposal. The prescribed figure of 3,500 may already be adjusted by the board each triennium.
- The proposal assumes the 2008 National Council Session body intended to keep size as close to 1,500 as possible. If that was the intent in 2008, the proposal also assumes 1,500 is the optimal size today, 15 years later.
- The originating council does not anticipate any financial implications should the proposal be approved. However, mandating a size as close to 1,500 as possible will increase the costs for some councils who will be accorded larger delegate allocations.

The board is committed to hearing the voice of the membership and has included a discussion topic specifically focused on our democratic process and delegate voice on the agenda to reinforce this commitment.

The NCS Advisory Team does not support this proposal.

GSUSA records for the delegate data cited above show:

1,262 council delegates in 2011–girl membership of 2,285,765 (9/30/2010)

1,250 council delegates in 2014–girl membership of 2,143,623 (9/30/2013)

1,079 council delegates in 2017–girl membership of 1,808,266 (9/30/2016)

1,287 council delegates in 2020–girl membership of 1,674,945 (9/30/2019)

902 council delegates in 2023–girl membership of 1,106,084 (9/30/2022)

# PROPOSAL 6

## Constitutional Amendment: Timing of Delegate Allotment

### Originated by

Girl Scouts of the USA  
National Board of Directors on  
Recommendation of the National  
Council Session Advisory Team

### Proposal

THAT Article IV (The National Council), Section 5 (Formula for Delegates) of the Constitution of Girl Scouts of the USA be amended by striking “of the year,” and inserting the words, “two years” before the word “preceding.” If approved, the text would read as follows:

Current Wording	Proposed Amendment	If Adopted, Will Read
<p>Each local council to which a charter has been issued and remains in force shall be entitled to the following delegates based on the number of girls under its jurisdiction who are members of the Girl Scouts of the United States of America as of September 30 of the year preceding the regular session of the National Council:</p> <ul style="list-style-type: none"> <li>a. two (2) delegates;</li> <li>b. one (1) additional delegate for up to 3,500 girls;</li> <li>c. one (1) additional delegate for every 3,500 girls thereafter.</li> </ul>	<p>Each local council to which a charter has been issued and remains in force shall be entitled to the following delegates based on the number of girls under its jurisdiction who are members of the Girl Scouts of the United States of America as of September 30, <b>two years</b> <del>of the year</del> preceding the regular session of the National Council:</p> <ul style="list-style-type: none"> <li>a. two (2) delegates;</li> <li>b. one (1) additional delegate for up to 3,500 girls;</li> <li>c. one (1) additional delegate for every 3,500 girls thereafter.</li> </ul>	<p>Each local council to which a charter has been issued and remains in force shall be entitled to the following delegates based on the number of girls under its jurisdiction who are members of the Girl Scouts of the United States of America as of September 30, two years preceding the regular session of the National Council:</p> <ul style="list-style-type: none"> <li>a. two (2) delegates;</li> <li>b. one (1) additional delegate for up to 3,500 girls;</li> <li>c. one (1) additional delegate for every 3,500 girls thereafter.</li> </ul>

### Rationale Submitted by the National Council Session Advisory Team

This proposal amends the Constitution to adjust the membership year on which delegate allotment is based. The change will allow GSUSA to confirm the number of delegates to which each council is entitled before any delegate election occurs, avoiding the need to conduct elections based on preliminary data and potentially adjust after receiving final numbers. The time when councils elect delegates is not affected by this proposal. In proposing this Constitutional amendment, it is the intent of the National Board to lessen the administrative burden on councils when selecting their National Council delegates.

### Current Practices/Background

In 2020, the National Council amended the Constitution to require national delegates be elected in the calendar year preceding the National Council Session. Under the Constitution, the number of delegates to which each council is entitled is based on membership numbers as of September 30 of the calendar year preceding NCS. Those numbers are not finalized and released until November 30. Since many councils elect their delegates at annual meetings between January and April (e.g., for NCS 2023, January–April 2022), they must estimate how many delegates they will have and adjust if needed after receiving their official membership numbers.

Timeline for 2023 NCS:

- Councils elected their delegates in the calendar year 2022.
- However, official girl membership numbers for MY 2022 were not available until November 2022.
- The councils who elected delegates January 2022 through November 2022 estimated their delegate allotment and elected a ranked list of alternates.
- When final allocations were known, councils adjusted their data, if necessary.

This proposal eliminates the need for preliminary data. If approved, councils will know their delegate allotment number before any delegate elections occur.

### Financial Impact Statement Submitted by the National Council Session Advisory Team

This proposal has a positive financial impact by allowing staff resources to be focused on other initiatives.

### Recommendation of the National Board

The board recommends adoption of this constitutional amendment which, if adopted, will:

- streamline the National Council delegate selection process;
- allow councils to plan for and select their delegates more efficiently; and
- use Movement resources wisely.

The NCS Advisory Team submitted and supports the proposal.

# PROPOSAL 7

## Girl Scouts Gold Award Scholarship Fund

### Originated by

Girl Scouts of the USA National Board on the Recommendation of the Movement Gold Award Scholarship Foundation Task Force.

### Proposal

THAT the National Council hereby affirms the recommendation of the Movement Gold Award Scholarship Foundation Task Force to create a donor-restricted fund in support of Gold Award scholarships; and

THAT that in recognition of its importance, the existence of such fund shall be reflected in the *Blue Book of Basic Documents* in the Fundraising Policies section of the *Blue Book* (or any successor section of the *Blue Book* as may be appropriate from time to time).

### Rationale Submitted by Movement Gold Award Scholarship Foundation Task Force

At the 55th National Council Session, held in October 2020, the National Council voted that the National Board should appoint a task force to study the feasibility of establishing a foundation to provide scholarships to Gold Award Girl Scouts with such a task force reporting back for a vote on its recommendation at the 2023 National Council Session. More specifically, the National Council passed the following proposal:

THAT the National Council establish a task group overseen by GSUSA and two council representatives that includes volunteers, council staff, GSUSA board members, and GSUSA representatives, charged with examining the feasibility of developing a college scholarship foundation to benefit Gold Award Girl Scouts. The task group will report back for a vote at the 2023 NCS on the feasibility, recommendation, and timeline for potential establishment of the foundation by the 2023 National Council Session. All members of this task force shall be appointed by the GSUSA Board of Directors.

Accordingly, a Task Force of Girl Scout council, GSUSA, and Girl Scout volunteer representatives was convened to study the feasibility of a Gold Award scholarship foundation.

The Task Force, to fulfill its charge, met from September 2021 through April 2022, during which time it examined the strategic goals of the proposal and the various legal, operational, fundraising, and programmatic aspects of establishing a foundation that could support Gold Award scholarships, as well as additional scholarship structuring options. The Task Force completed its work in June 2022 and delivered its findings to the board. As set forth in greater detail in the report, as a result of its study, the Task Force concluded that although a foundation would be technically feasible, a donor-restricted scholarship fund would be the most efficient and nimble way to support the goals of the 2020 proposal and recommended that in recognition of the fund's significance and to retain visibility of the fund, the existence of such fund be reflected in the *Blue Book*.

After considering such recommendations, and to move quickly to further the impact of the Gold Award on behalf of girls, in September 2022 the board established a donor-restricted fund that is known as the Girl Scouts National Gold Award Scholarship Fund. All monies raised for the donor-restricted Girl Scouts National Gold Award Scholarship Fund are designated to be used for the development and support of a Girl Scout Gold Award scholarship program. The Gold Award Scholarship Foundation Task Force has also agreed to continue until the first annual report on the fund is provided to the Movement to provide assistance and implementation of its recommendations.

This proposal would affirm the desire of the Movement to continue to support Gold Award scholarships in this manner and would implement the Task Force's recommendation that the existence of the fund be reflected in the *Blue Book* in recognition of its significance.

### Recommendation of the National Board

The board recommends approval of this proposal for the reasons set forth in the Task Force's recommendation.

The NCS Advisory Team supports the proposal.



# Elections

The National Council will elect the officers and members-at-large of the National Board of Directors and the members of the National Board Development Committee. (See pages 9–47)

## NCS Standing Rules

### 1. Credentials

- A. Credentials must be worn and easily visible at all times.
- B. Delegates may give their credentials to someone else only when they are permanently leaving the National Council Session, and only when the steps on page 79 are followed. If the steps on page 79 are not followed, that delegate position is forfeited.

### 2. Consent Agenda

- A. One collective vote shall be taken on all the proposals on the consent agenda and the proposals shall not be debated.
- B. Any proposal may be removed from the consent agenda if at least 10% of the National Council Members present request that it be removed. Any item removed from the consent agenda shall be placed on the regular agenda in such place as the presiding officer shall decide in the presiding officer's sole discretion.

### 3. Amendments

- A. Before being introduced on the floor, amendments to proposals must be submitted in writing on the form provided.
- B. No amendment to a proposal may be introduced until at least two National Council Members have spoken in favor of the proposal and two National Council Members have spoken in opposition to the proposal.
- C. Amendments to correct grammar, spelling, or punctuation are out of order. The CEO and National Board Chair may make any such necessary changes.

### 4. Debate on Motions

- A. National Council Members recognized to speak must first self-identify by saying their name and council, USA Girl Scouts Overseas, or position. If applicable, the Member must also state the number of the Speaker Identification form submitted.
- B. Each National Council Member may speak two times on each motion, and following self-identification, for up to two minutes each time.
- C. No more than four delegates from a single council or four members of the National Board may speak on the same side of a motion.
- D. If no National Council Member is seeking recognition to speak on one side of a motion, debate will be closed, and a vote will be taken.
- E. A National Council Member may not move the Previous Question until at least four National Council Members have spoken in debate on the motion.
- F. A National Council Member moving the Previous Question must do so immediately after self-identification and may not do so after first making comments in debate.

### 5. Voting

- A. Electronic voting shall be the default voting method, but the presiding officer shall have discretion to use other voting methods (e.g., unanimous consent, voice, hands, standing, and ballot) to expedite business.
- B. National Council Members may vote on a proposal only from their seat but may vote on any other motion while standing in line to speak.
- C. National Council Members who leave the meeting room must give their electronic voting device to an usher. They may not take their electronic voting device from the room or leave it at their seat.

### 6. Nominations and Elections

- A. National Council Members making a nomination from the floor shall state only the name of the nominee and the position for which the individual is nominated.
- B. Nominations are not debatable.
- C. Printed biographical information for nominees from the floor is the responsibility of the individual making the nomination and may be provided to National Council Members on the floor of the National Council Session only if
  - i. at least 1,500 copies of the information are delivered to the Coronado Springs Convention Center at least 48 hours before the published start time of the meeting at which the election will occur; and
  - ii. the information is in the same format and length as the information in the *Workbook* for individuals nominated by the National Board Development Committee.
- D. After the opening ceremony, ushers will distribute any printed biographical information for nominees from the floor at a time when the National Council Session is in recess by placing it on each National Council Member's seat. Printed information shall not be distributed at any other time.
- E. Write-in votes are not permitted.

### 7. Minutes

The National Board of Directors is the 2023 National Council Session Minutes Approval Committee, authorized to approve and distribute the minutes of the National Council Session.

### 8. National Council Member Comfort

Questions and remarks related to delegate comfort shall be addressed to the ushers, not the presiding officer.

### 9. Electronic Devices

Electronic devices must be silenced, and no electronic device shall be used to record any part of the National Council Session.

### 10. Procedures

Everyone attending the National Council Session shall follow the procedures on pages 79–81 of the *Workbook*.

# Basic Parliamentary Procedure

## A Quick Guide to the NCS Decision-Making Process

### How does the National Council make decisions for the Girl Scout Movement?

The National Council makes decisions by voting on proposals that are printed in this Workbook or included with the call to the National Council Session.

### What is a proposal? Doesn't the National Council make decisions by voting on motions?

Good thinking! Yes, the National Council makes decisions by voting on motions. "Proposal" is just another word for a main motion.

### What on earth is a motion?

A motion is a fancy term for a suggestion made to a group. There are two kinds of motions:

Main motions/proposals are suggestions about how a group will continue.

*Think: "Let's double the size of the cookie box ASAP!"*

Secondary motions are suggestions about how the group will handle the main motions/proposals.

*Think: "Let's not talk about cookies for longer than 20 minutes! I'm starving already!"*

### How do proposals and motions actually work?

Glad you asked! Here's what you need to know:

#### Step one: the Chair recognizes a National Council member to speak.

*What should you do? Come to a microphone and wait to be recognized.*

*What will the Chair say? "The Chair recognizes the member at microphone X."*

#### Step two: the National Council member says the motion.

*What should you do? Say your name, the name of your council, and your motion.*

*Like this: "Girl Scout Greta, Brightest Fire Council, I move that ..."*

#### Step three: another National Council member says, "Second!" \*\*\*

*What should you do? Yell, "Second!"*

#### Step four: the Chair repeats the motion or refers to it on the screen.

*There may be a pause here. Take time to stand and stretch in place.*

#### Step five: the Chair asks the National Council if they want to talk about the motion.

*What will the Chair say? "Is there any discussion?"*

*What should you do? If you want to talk pros and cons, come to a microphone and wait for the Chair to recognize you. Then say your name, the name of your council, and why you think the proposal is a good or bad idea.*

*The Chair will alternate between pro and con speakers.*

#### Step six: the Chair takes a vote on the motion.

*What will the Chair say? The Chair will repeat the motion that needs a National Council vote or refer to it on the screen, and then ask you to vote in favor or in opposition.*

*What should you do? Cast your vote with confidence!*

#### Step seven: the Chair announces the result of the vote.

*What will the Chair say? The Chair will tell you whether the motion is adopted or defeated and then present the next item of business that needs the group's attention.*

\*\*\* When someone says, "Second," they are saying that they think the motion is worth the group's time. It's a way of making sure that one person doesn't control the group with a suggestion that absolutely no one else wants to discuss.

**Pro tip:** proposals don't need a second because they're brought by a group—the National Board or a council—so we already know that more than one person thinks they're worth discussing.

# Basic Information of Motions

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

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

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

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

# Business Procedures

## National Council Credentials Chair

The Credentials Chair will report the number of eligible voting members at the beginning of the first meeting, and subsequent reports will be made, as necessary, throughout the session. A credentials report chart for your use can be found on page 82.

## Delegate Credentials

1. Completion and submission of the required documents shall, upon receipt by Girl Scouts of the USA, be presumptive proof that the individual meets requirements for membership in the National Council as set forth in Article IV of the Constitution of Girl Scouts of the USA and is entitled to a delegate credential.
2. A person elected by a Girl Scout council as a National Council delegate shall cease to be a delegate and therefore cease to be entitled to a credential if: (a) the person is unable to serve; (b) the person becomes ineligible; (c) the council for any reason takes action to end the person's delegate term; or (d) the council is no longer chartered by Girl Scouts of the United States of America.
3. It is the responsibility of the council to determine the eligibility of each of its delegates.
4. Completion and submission of the required documents, certifying that a person no longer remains a delegate of that council and that another named person, eligible to become a member of the National Council, has been duly designated to fill the vacancy so created, shall, upon receipt by Girl Scouts of the USA, either at national headquarters by June 30, 2023, or presented on-site at the Credentials-Registration Desk, be presumptive proof that a transfer of the delegate's credential can be made. (See Standing Rule 1. B, page 74)
5. Questions or challenges with respect to a delegate's credentials shall be forwarded to the National Council Credentials Chair immediately preceding or during a meeting of the National Council.
6. A credential, to be worn by the delegate or person designated to fill a delegate vacancy, will be issued at the Credentials-Registration Desk. It allows admission to the special section designated for National Council members in the meeting room.

## On-Site Change of National Council Delegate

The delegate credential shall be transferred only when a delegate is permanently leaving the National Council Session. (See Standing Rule 1. B, page 74)

If a delegate must permanently leave the National Council Session, the delegate, or a representative of the council, reports to the Credentials-Registration Desk, submits the completed On-Site Change of National Council Delegate Form signed by the council board chair/president or another authorized officer, and surrenders the delegate credential. The person designated to fill the vacancy shall then assume the status of delegate for the remainder of the delegate's term and a delegate badge will be issued.



### Badge of Admission/Ribbon Identification

The badge of admission must be always in evidence. It admits an individual to all meetings of the National Council and to Phenom By Girl Scouts.

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

### Office Hours for National Council Parliamentarian

Sarah Merkle, attorney, certified professional parliamentarian-teacher, and professional registered parliamentarian, will serve as parliamentarian for the 2023 National Council Session. She will be available for consultation during meetings of the National Council Session. Prior to the National Council Session, she will be available during office hours which are posted on the delegate website.

### Microphone Personnel

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

A parliamentary aide will be at the yellow microphone to review all Floor Speaker Identification and ensure that the delegate is at the appropriate microphone. Motions to be made from the yellow microphone must:

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

### Voting

Each National Council member present in person shall be entitled to one vote. All matters shall be determined by a majority vote of the members present and voting, unless otherwise provided by the Girl Scout Constitution or the parliamentary authority. An electronic voting system will be an authorized method of voting.

### Individuals Who Need Accommodations

GSUSA is committed to making our events accessible and will seek to make reasonable accommodations for individuals with disabilities. Any attendee who requires specific accommodations should include this information upon registering. For additional requests and questions, please contact [convention@girlscouts.org](mailto:convention@girlscouts.org).

### Food, Beverages, and Smoking

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

### National Council Member Comfort

All comments related to temperature or noise, or any other issues related to comfort, must be addressed to an usher. Ushers will be stationed throughout the convention center arena. (See Standing Rule 8, page 75)

# Appendix 1: Credentials Report

Voting Members	Meeting 1 Tuesday, July 18	Meeting 2 Wednesday, July 19	Meeting 3 Thursday, July 20
Delegates elected by Girl Scout councils			
Delegates from USA Girl Scouts Overseas			
Members of the National Board of Directors			
Members of the National Board Development Committee (non-board)			
Past Presidents of Girl Scouts of the USA			
Other members elected by National Council			
<b>TOTAL ELIGIBLE VOTING MEMBERS</b>			

# Appendix 2 Floor Speaker Identification Form Motions

Please print and press down to make four copies. Give to microphone attendant.

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

**To Make a Motion (except for an amendment†)**

Check appropriate box below.

**Green and Red Microphones**

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

**Green/Red/Yellow Microphones**

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

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

*\* Not required to write out motion*

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

**I move that/to/the:**

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# Appendix 2

## Floor Speaker Identification Form

### Amendments

Please print and press down to make four copies. Give to microphone attendant.

<b>Proposal Number</b>	<b>Meeting Number</b>	<b>Date</b>
<b>Proposal Title</b> or <b>Other Action Item</b>	<b>Name (print)</b>	
	<b>Signature</b>	
<ul style="list-style-type: none"> <li>Write out amendment in space provided below.</li> <li>Give form to microphone attendant at the green or red microphone.</li> </ul>	<b>Full Council Name or Position as Member of National Council</b>	

#### Common Ways of Amending a Motion

- By inserting consecutive words (or a paragraph). Specify the exact location where the words are to be inserted (by adding words or a paragraph if at the end of the motion).
- By striking out consecutive words (or striking out a paragraph).
- By striking out and inserting consecutive words. There are two types: words are struck out and different wording is inserted in their place, or words are struck out from one place and inserted in a different place (substitute if an entire section or article is involved, or a complete main motion).

#### I move to amend the motion by:

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# Appendix 2

## Floor Speaker Identification Form

### Yellow Microphone-Only Motions

Please print and press down to make four copies. Give to parliamentary aides.

<b>Proposal Number</b>	<b>Meeting Number</b>	<b>Date</b>
<b>Proposal Title</b> or <b>Other Action Item</b>	<b>Name (print)</b>	
	<b>Signature</b>	
<ul style="list-style-type: none"> <li>Check box in front of proposed action.</li> <li>Write out question/inquiry/request for information in the space provided.</li> <li>Give form to microphone aides at the yellow microphone to be used for your action.</li> </ul>	<b>Full Council Name or Position as Member of National Council</b>	

#### To Make a Motion (except for an amendment)

Check appropriate box below.

#### Yellow Microphone Only

- Question of Privilege
- Parliamentary Inquiry
- Request for Information

#### I raise a Question of Privilege/Parliamentary Inquiry/Request for Information as follows:

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# Appendix 3: Glossary

## Notes

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

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

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

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

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

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

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

# Notes





girl scouts 