

GIRL SCOUTS OF THE UNITED STATES OF AMERICA

56TH NATIONAL COUNCIL SESSION

JULY 18 – JULY 20, 2023

Meeting 1: Tuesday, July 18, 2023 (2:30 p.m. EST)

Opening/Flag Ceremony

Opening Ceremonies for the 2023 National Council Session commenced at 2:30 p.m. Eastern Standard Time (EST) with a welcome from Ana Tew and Phailani Pharell of Girl Scouts of Citrus.

Madelyn Gaffin of Girl Scouts of Citrus joined Ana and Phailani on the stage and asked the audience to stand to recognize the flags of the United States of America, World Association of Girl Guides and Girl Scouts (WAGGGS), Girl Scouts, and the Convention as they were presented by the color guard. Madelyn led the audience in reciting the Pledge of Allegiance, welcomed the Citrus Singers to the stage to perform the Star-Spangled Banner, and then led the audience in reciting the Girl Scout Promise and the Girl Scout Law.

Ana, Phailani, and Madelyn announced the processional of the flags of WAGGGS and GSUSA, then welcomed the Citrus Singers back to the stage to lead the audience in singing the World Song.

At 3:00 p.m. EST, GSUSA's National Board President, Karen P. Layng, and CEO, Bonnie Barczykowski, were welcomed to the stage and each made brief remarks on the importance of the Girl Scout Movement. They recognized the work of the following individuals: Dianne Belk, Founding Chair of the Juliette Gordon Low Society; Maryann Barry, CEO of Girl Scouts of Citrus, the hosting council; Stefanie Argus, Board Chair of WAGGGS; Susan Campbell, the President and Board Chair of the Olave Baden-Powell Society; former Parliamentarian Ann Homer; former GSUSA CEO Frances Hesselbein; and Lenore "Gundy" Castello, a long-time, 106-year-old volunteer with Girl Scouts of West Central Florida.

Cindy Luttrell, Board Chair of Girl Scouts of Citrus, and Maryann Barry, CEO of Girl Scouts of Citrus, representatives of the hosting council, welcomed the Girl Scouts to Walt Disney World.

Mayra Uribe, Orange County Commissioner and Girl Scout alumna, gave videotaped remarks about her work as a Girl Scout troop leader and treasurer, and the importance of Girl Scouting. Peggy Choudhry, Osceola County Commissioner, also made brief remarks and proclaimed July 18, 2023 to be "Girl Scouts Fun Day."

A Mission Moment video was played, featuring Girl Scouts of Ohio's Heartland and its Dream Big initiative to introduce girls to the STEM workforce.

Karen P. Layng next introduced Dr. Pooja Lakshmin, an author, psychiatrist and Girl Scout alumna, as a keynote speaker. Dr. Lakshmin spoke about challenges to, and the importance of, women's mental

health.

Karen P. Layng then reintroduced the Citrus Singers and their musical director, Susan Reale, and recognized Bonnie Barczykowski, CEO of GSUSA.

Bonnie Barczykowski gave brief remarks about the goals of NCS, her background, and her vision for the Girl Scouts Movement.

The opening ceremonies closed with a video tribute to former GSUSA CEO Frances Hesselbein.

Call to Order

Meeting 1 of the 2023 Girl Scout National Council Session was called to order at 4:27 p.m. EST by Chair of the National Board and National President Karen P. Layng and girl Co-Chair, Devyn Stek of Girl Scouts of Eastern Pennsylvania.

There was a brief demonstration of how to use voting devices and a practice vote.

Following remarks, the Chairs introduced the Parliamentarian, Sarah Merkle; a second participating Parliamentarian, Maryann Dwyer; and GSUSA's General Counsel, Diana Beinart.

Adoption of Credentials Report

The Chair recognized National Board Member, Vidya Krishnan, and girl co-chair, Tanya Yu of Girl Scouts of Utah as the co-Credentials Chairs to present the Credentials Report.

CREDENTIALS REPORT

Credentials Chair Vidya Krishnan reported that as of 3:00 p.m. EST, on July 18, 2023, 897 members of the National Council were registered and eligible to vote, including 872 delegates elected by Girl Scout councils, 6 delegates of USA Girl Scouts Overseas, 17 members of the National Board of Directors, 2 non-Board members of the National Board Development Committee, and 0 Past Presidents.

The Credentials Chair noted that there being more than 200 delegates from at least 6 geographic areas, a quorum was present.

MOVED by Vidya Krishnan, Co-Credentials Chair, and seconded, that the registered members of the National Council reported here be the official roll of the delegates of this National Council Session.

Total number of votes cast: 870
Number of votes required: 436
Votes in favor: 858
Votes opposed: 12

There being at least a majority in favor, the Credentials Report was adopted as the official report of National Council Members eligible to vote.

Adoption of Standing Rules

The Chair noted that the Standing Rules had been distributed to all delegates prior to the National Council Session and printed on pages 74 and 75 of the Delegate Workbook (“Workbook”).

The Chair recognized new girl co-presiding officer, Catherine Volk, of Girl Scouts of the Jersey Shore, to present the Standing Rules.

MOVED by Robyn Ratcliffe Manzini, member of the National Board Development Committee, and seconded, that the Standing Rules for the National Council Session be adopted as presented, and that if there were no objections, the Standing Rules not be read.

The motion was discussed and debated.

At 4:54 P.M. EST, the Council moved to a vote on the Standing Rules as presented.

Total number of votes cast: 874

Number of votes required: 583

Votes in favor: 860

Votes opposed: 14

There being at least two-thirds in favor, the Standing Rules were adopted as presented.

The Standing Rules as adopted are on pages 74 and 75 of the Workbook that is attached as Addendum 1 to these Minutes.

Adoption of Program

National President Karen P. Layng introduced girl co-chair Madeline Ashmore, Girl Scouts of Eastern Washington and Northern Idaho, to preside.

The Chairs recognized Robyn Ratcliffe Manzini to present the Program.

MOVED by Robyn Ratcliffe Manzini, member of the National Board, and seconded, that the Program of the 56th Girl Scout National Council Session be adopted as presented with the presiding officer empowered to make changes as necessary.

Delegates did not seek to discuss the motion.

Pursuant to Standing Rule 3d, the Chair closed debate and the Council moved to a vote.

Total number of votes cast: 866

Number of votes required: 434

Votes in favor: 851
Votes opposed: 15

There being at least a majority in favor, the 56th Girl Scouts National Council Session Program was adopted as presented, with the presiding officer empowered to make changes as necessary.

The Program is attached as Addendum 2 to these minutes. With the adoption of the Credentials, the Standing Rules, and the Program, the National Council Session was officially convened.

Stewardship Report of the National Board of Directors

National President Karen P. Layng and GSUSA Chief Executive Officer Bonnie Barczykowski directed the audience to the annual Stewardship Report, available online at <https://www.girlscouts.org/en/members/for-girl-scouts/stewardship-report.html>.

A copy of the Stewardship Report is attached as Addendum 3 to these minutes.

A Mission Moment video was played, featuring Girl Scouts of Greater Iowa.

Proposal 7: Girl Scouts Gold Award Scholarship Fund

The Chair recognized Jeanne Kwong Bickford, National Board Member, and girl co-chair, Sophia Shenk, of Girl Scouts of Western Ohio, to preside over consideration of Proposal 7, Girl Scouts Gold Award Scholarship Fund.

As the Proposal appeared in the Workbook at page 72 and on screen, and there was no objection to the Chairs not repeating the wording of the Proposal, the Chairs did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chairs recognized Diane Tipton, member of the Gold Award Scholarship Foundation Taskforce and the National Board, to speak about Proposal 7.

MOVED by Diane Tipton, National Board Member and member of the Gold Award Scholarship Foundation Taskforce, and seconded, to adopt Proposal 7 as it appears in the Workbook.

Proposal 7 was discussed and debated.

There being no National Council Session delegates to speak against Proposal 7, debate on the motion was closed and the Council moved to a vote on Proposal 7.

Total number of votes cast: 877
Number of votes required: 439
Votes in favor: 863
Votes opposed: 14

There being at least a majority in favor, Proposal 7 as it appears in the Workbook PASSED.

Proposal 6: Constitutional Amendment – Timing of Delegate Allotment

Presiding Officer, Jeanne Kwon Bickford, introduced Diane Tipton, National Board Member, and girl Co-Chair, Caroline Place of Girl Scouts of Northeast Kansas and Northwest Missouri, to preside over consideration of Proposal 6.

As the Proposal appeared in the Workbook at page 70 and on screen, and there was no objection to the Chairs not repeating the wording of the Proposal, the Chairs did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chairs recognized Marcus Peacock, National Board Member, to speak about Proposal 6.

MOVED by Marcus Peacock, National Board Member, and seconded, to adopt Proposal 6 as it appears in the Workbook.

Proposal 6 was discussed and debated.

MOVED by Ashley Hilliard, Girl Scouts of San Diego, and seconded, to close debate on the motion to pass Proposal 6 as it appears in the Workbook.

Total number of votes cast: 874
Number of votes required: 583
Votes in favor: 760
Votes opposed: 114

There being at least two-thirds in favor, the motion to close debate on Proposal 6 PASSED and the Council moved to a vote on Proposal 6 as it appeared on the screen and in the Workbook.

Total number of votes cast: 883
Number of votes required: 589
Votes in favor: 607
Votes opposed: 276

There being at least two-thirds in favor, Proposal 6, which amends the GSUSA Constitution, PASSED.

Proposal 3: Council Representation on the National Board

Presiding Officer, Diane Tipton, introduced Jeanne Kwong Bickford, National Board Member, and girl Co-Chair, Lydia Kamann of Girl Scouts of Silver Sage, to preside over consideration of Proposal 3.

As the Proposal appeared in the Workbook at page 61 and on screen, and there was no objection to the Chairs not repeating the wording of the Proposal, the Chairs did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chairs recognized Angela Pearson, Girl Scouts of Greater Atlanta, to speak about Proposal 3.

MOVED by Angela Pearson, Girl Scouts of Greater Atlanta, and seconded, to adopt Proposal 3 as it appears in the Workbook.

Proposal 3 was discussed and debated.

MOVED by Maureen Keller, Girl Scouts of Colonial Coast, and seconded, to close debate on Proposal 3.

Total number of votes cast: 794
Number of votes required: 530
Votes in favor: 753
Votes opposed: 41

There being at least two-thirds in favor, the motion to close debate on Proposal 3 PASSED and the Council moved to a vote on Proposal 3 as shown on screen and printed in the Workbook.

Total number of votes cast: 853
Number of votes required: 569
Votes in favor: 120
Votes opposed: 733

There being *fewer* than two-thirds in favor, Proposal 3 FAILED.

The Chair adjourned Meeting 1 at 6:57 p.m. EST.

Meeting 2: Wednesday, July 19, 2023 (8:30 a.m.)

Call to Order

Ráchel Roché Walton, National Board Member, called the meeting to order at 8:39 a.m. EST along with girl co-chair, Keely Roe of Girl Scouts of Northern Indiana-Michiana.

The Chair recognized National Board Member, Vidya Krishnan, and girl co-chair, Tanya Yu of Girl Scouts of Utah, as the co-Credentials Chairs to present the updated Credentials Report for Meeting 2.

UPDATED CREDENTIALS REPORT FOR MEETING 2

Credentials Chair Vidya Krishnan, National Board Member, reported that on July 19, 2023, at 8:15 a.m. EST, 899 members of the National Council were registered and eligible to vote, including 871 delegates elected by Girl Scout councils, 6 delegates of USA Girl Scouts Overseas, 20 members of the National Board of Directors, 2 non-Board members of the National Board Development Committee, and 0 Past Presidents.

The Credentials Chair noted that there being more than 200 delegates from at least 6 geographic areas, a quorum was present.

MOVED by Vidya Krishnan, Credentials Chair and National Board Member, and seconded, that the updated Credentials Report reported here be the official roll of the delegates of this National Council Session Meeting 2.

Total number of votes cast: 865
Number of votes required: 433
Votes in favor: 859
Votes opposed: 6

There being at least a majority in favor, the updated Credentials Report for Meeting 2 was adopted as the official report of National Council Members eligible to vote.

Presiding Officer Ráchel Roché Walton, National Board Member, introduced Deanna Singh as a keynote speaker.

Deanna Singh made remarks about the importance of diversity and of seeing people as they are.

Proposal 5: Constitutional Amendment: Formula for Delegates

Co-chairs Ráchel Roché Walton and Keeley Roe presided over consideration of Proposal 5.

As the Proposal appeared in the Workbook at page 67 and on screen, and there was no objection to the Chair not repeating the wording of the Proposal, the Chair did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chair recognized Margaret Soden, Girl Scouts of Farthest North Council's Board President, to speak about Proposal 5.

MOVED by Margaret Soden, Girl Scouts of Farthest North Council, and seconded, to adopt Proposal 5 as it appears in the Workbook.

Proposal 5 was discussed and debated.

MOVED by Catherine Volk, Girl Scouts of the Jersey Shore, to amend Proposal 5 by replacing each occurrence of "1,000" with "2,500".

The proposed amendment to Proposal 5 would thus read:

Formula for Delegates

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:

- a. Two (2) delegates;
- b. One (1) additional delegate for up to ~~3,500~~ ~~1,000~~ 2,500 girls;
- c. One (1) additional delegate for every to ~~3,500~~ ~~1,000~~ 2,500 girls thereafter.

USA Girl Scouts Overseas collectively shall be entitled to the number of delegates according to the same formula prescribed for local councils.

The prescribed figure of to ~~3,500~~ ~~1,000~~ 2,500 girls may be adjusted when necessary to keep the total membership of the National Council no larger than 1,500.

The amendment to Proposal 5 was discussed and debated.

MOVED by Alexis Conner, Girl Scouts of Southeastern Michigan, and seconded, to close debate on the proposed amendment to Proposal 5.

Total number of votes cast: 866
Number of votes required: 578
Votes in favor: 810
Votes opposed: 56

There being at least two-thirds in favor, the motion to close debate on the proposed amendment to Proposal 5 PASSED and the Council moved to a vote on the proposed amendment to Proposal 5 by replacing each occurrence of "1,000" with "2,500".

Total number of votes cast: 850

Number of votes required: 431
Votes in favor: 325
Votes opposed: 535

There being fewer than the majority needed to pass the motion to amend Proposal 5, the motion FAILED.

Proposal 5, as it appears in the Workbook was further discussed and debated.

MOVED by Lillian Didytch, Girl Scouts of North East Ohio, and seconded, to close debate.

Total number of votes cast: 851
Number of votes required: 568
Votes in favor: 764
Votes opposed: 87

There being at least two-thirds in favor, the motion to close debate on Proposal 5 PASSED and the Council moved to a vote on Proposal 5 as it appeared on the screen and in the Workbook at page 67.

Total number of votes cast: 878
Number of votes required: 586
Votes in favor: 228
Votes opposed: 650

There being fewer than a two-thirds majority in favor, Proposal 5 FAILED.

Proposal 1: Constitutional Amendment: Allowing the Possibility of Virtual Attendance for National Council Sessions and for Special Sessions of the National Council

The Chair introduced the next presiding officer, Diane Tipton, National Board Member, and girl co-chair Kalia Cheung of Girl Scouts of Northern New Jersey, to preside over Proposal 1.

As the Proposal appears in the Workbook at page 27 and on screen, and there was no objection to the Chairs not repeating the wording of the Proposal, the Chairs did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chair recognized Christine Reber, Girl Scouts of Eastern Pennsylvania, to speak about Proposal 1.

MOVED by Christine Reber, Girl Scouts of Eastern Pennsylvania, and seconded, to adopt Proposal 1 as it appears in the Workbook.

Proposal 1 was discussed and debated.

MOVED by Sharon Mathis-Satterly, Girl Scouts of Kentuckiana, and seconded, to amend Proposal 1 by inserting the word “special” before “National Council session” in the second sentence of Section 4, and the words “in the event of an emergency any regular National Council Session” after “National Council session”.

The proposed amendment to Proposal 1 would thus read:

Section 4

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 special National Council session and in the event of an emergency any regular 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.

The amendment was discussed and debated.

MOVED by Allison Martinson, Girl Scouts of Wisconsin-Badgerland, to divide the question so that Sections 1, 3, and 4 would be discussed, debated, and voted separately.

The Chair ruled that the motion was **NOT IN ORDER** at this time given that the amendment to Proposal 1 was being discussed and debated.

MOVED by Cagney Davis, Girl Scouts of Alaska, and seconded, close debate on the proposed amendment to Proposal 1.

Total number of votes cast: 845

Number of votes required: 564

Votes in favor: 795

Votes opposed: 50

There being at least two-thirds in favor, the motion to close debate on the amendment to Proposal 1 **PASSED** and the Council moved to a vote on the motion to amend Proposal 1 by inserting the word “special” before “National Council session” in the second sentence of Section 4, and the words “in the event of an emergency any regular National Council Session” after “National Council session”.

Total number of votes cast: 865
Number of votes required: 433
Votes in favor: 499
Votes opposed: 366

There being at least two-thirds in favor, the amendment to Proposal 1 PASSED.

Proposal 1, as amended, was further discussed and debated.

MOVED by Ann Monroe, Girl Scouts of Northern California, and seconded, to amend Proposal 1 (as amended) by inserting the words, “Provided that a NCS be held every three years” before “at the sole discretion of the National Board” in the second sentence of Section 4.

The Chair ruled that portions of the proposed amendment were NOT IN ORDER. Ann Monroe, Girl Scouts of Northern California, modified the proposed amendment to read as it appeared on the screen:

Section 4

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. **Provided that at least one in-person National Council Session is held every three years barring an emergency, at the sole discretion of the National Board, any special National Council session and in the event of an emergency any regular 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.

The amendment to Proposal 1 was discussed and debated.

MOVED by Anna Blevins, Girl Scouts of Northern Illinois, and seconded, to make a secondary amendment to the proposed amendment to Proposal 1 by inserting the words, “or hybrid”, after “Provided that at least one in-person” in the second sentence of Section 4.

The proposed secondary amendment would thus read:

Section 4

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. Provided that at least one in-person or hybrid National Council Session is held every three years, barring an emergency, at the sole discretion of the National Board, any special National Council session and in the event of an emergency any regular 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.

The secondary amendment to Proposal 1 was discussed and debated.

MOVED by Ashley Hilliard, Girl Scouts of San Diego, and seconded, to close debate on the secondary motion to amend Proposal 1.

Total number of votes cast: 815
Number of votes required: 544
Votes in favor: 792
Votes opposed: 23

There being at least two-thirds in favor, the motion to close debate on secondary amendment to Proposal 1 PASSED and the Council moved to a vote on the motion to amend Proposal 1 by inserting the words, “or hybrid”, after “Provided that at least one in-person” in the second sentence of Section 4.

Total number of votes cast: 855
Number of votes required: 428
Votes in favor: 355
Votes opposed: 500

There being fewer than a majority in favor, the secondary amendment to Proposal 1 FAILED.

The proposed primary amendment to Proposal 1 was further discussed and debated.

MOVED by Emma Alderete, Girl Scouts of Greater Los Angeles, and seconded, to close debate on the motion to amend Proposal 1.

Total number of votes cast: 852
Number of votes required: 568
Votes in favor: 800
Votes opposed: 52

There being at least two-thirds in favor, the motion to close debate on the motion to amend Proposal 1 PASSED and the Council moved to a vote on the motion to amend Proposal 1 by inserting the words, “Provided that a NCS be held every three years, barring an emergency,”

before “at the sole discretion of the National Board” in the second sentence of Section 4:

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. **Provided that at least one in-person National Council Session is held every three years, barring an emergency, at the sole discretion of the National Board, any special National Council session and in the event of an emergency any regular 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.

Total number of votes cast: 860
Number of votes required: 574
Votes in favor: 329
Votes opposed: 531

There being at fewer than a majority in favor, the motion to amend Proposal 1 FAILED.

Proposal 1 was further discussed and debated.

MOVED by Lynn Mack-Costello, Girl Scouts of Greater Los Angeles, and seconded, to divide the question so that Sections 1 and 3, and Section 4, would be discussed, debated, and voted separately.

Total number of votes cast: 795
Number of votes required: 398
Votes in favor: 584
Votes opposed: 211

There being at least a majority in favor, the motion to divide the question PASSED.

There being no further debate on Sections 1 and 3, the Chair moved to a vote on Sections 1 and 3 of Proposal 1.

Total number of votes cast: 849
Number of votes required: 566
Votes in favor: 830
Votes opposed: 19

There being at least two-thirds in favor, Sections 1 and 3 of Proposal 1 PASSED.

Section 4 of Proposal 1 (as amended) was further discussed and debated.

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 special National Council session and in the event of an emergency any regular 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.

MOVED by Carolyn Winder, Girl Scouts of Northwestern Great Lakes, and seconded, to refer Section 4 of Proposal 1 to a committee of the National Board for additional research and definition.

The motion to refer Section 4 of Proposal 1 to committee was discussed and debated.

MOVED by Katharine Morley, Girl Scouts of Greater Chicago and Northwest Indiana, and seconded, to close debate on the motion to refer Section 4 of Proposal 1 to a committee of the National Board for additional research and definition.

Total number of votes cast: 862
Number of votes required: 575
Votes in favor: 827
Votes opposed: 35

There being at least a two-thirds majority in favor, the motion to close debate on the motion to refer Section 4 of Proposal 1 to a committee of the National Board for additional research and definition PASSED and the Council moved to a vote on whether to refer Section 4 of Proposal 1 to a committee of the National Board for additional research and definition.

Total number of votes cast: 845
Number of votes required: 423
Votes in favor: 328
Votes opposed: 517

There being fewer than a majority, the motion to refer Section 4 of Proposal 1 to a committee of the National Board for additional research and definition FAILED.

Proposal 1 (as amended) was further discussed and debated.

MOVED by Grace Guy, Girl Scouts of North East Ohio, and seconded, to insert the sentence, “Additionally, any National Council Session may be held by the same means.” after the second sentence of Section 4 of Proposal 1 so that Proposal 1 would read:

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 special National Council session and in the event of an emergency any regular 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. Additionally, any National Council Session may be held by the same means. 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.

At 12:42 p.m. EST, the Chair called for a forty-eight-minute recess.

Call to Order

Presiding Officer Diane Tipton, National Board Member, called the meeting back to order at 1:55 p.m. EST.

Presiding Officer, Diane Tipton, and girl co-Chair, Kalia Cheung of Girl Scouts of Northern New Jersey, recognized Credentials Chair Vidya Krishnan, National Board Member, and girl co-Chair Tanya Yu of Girl Scouts of Utah, to present the updated Credentials Report.

UPDATED CREDENTIALS REPORT FOR MEETING 2

Credentials Chair Vidya Krishnan, National Board Member, and girl co-Chair, Tanya Yu of Girl Scouts of Utah, reported that as of 1:35 p.m. EST on July 19, 2023, 900 members of the National Council were registered and eligible to vote, including 871 delegates elected by Girl Scout councils, 6 delegates of USA Girl Scouts Overseas, 20 members of the National Board of Directors, 3 non-Board members of the National Board Development Committee, and 0 Past Presidents.

The Credentials Chairs noted that there being more than 200 delegates from at least 6 geographic areas, a quorum was present.

MOVED by Tanya Yu, Co-Credentials Chair, and seconded, to adopt the updated Credentials Report as the official report of National Council Members eligible to vote.

Total number of votes cast: 843

Number of votes required: 422

Votes in favor: 837
Votes opposed: 6

There being at least a majority in favor, the updated Credentials Report was adopted as the official report of National Council Members eligible to vote.

Presiding Officer Diane Tipton recognized Grace Guy, Girl Scouts of North East Ohio, who withdrew her motion to amend Section 4 of Proposal 1.

Proposal 1 was further discussed and debated.

MOVED by Julie Jackson, Girl Scouts of Orange County, and seconded, to limit further discussion and debate on Proposal 1 to 15 more minutes.

Total number of votes cast: 846
Number of votes required: 564
Votes in favor: 786
Votes opposed: 60

There being at least two-thirds in favor, the secondary motion to limit further discussion and debate on Proposal 1 to 15 more minutes PASSED.

Proposal 1 was further discussed and debated.

MOVED by Hannah Hargrave, Girl Scouts of Nation's Capital, and seconded, to amend Proposal 1 by inserting the words, "(i.e. with some delegates attending in person and others virtually, or with some days' meetings being held in person and others virtually)" after the words, "may be held in whole or in part" in the second sentence of Section 4, so that Section 4 would read:

Section 4

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 special National Council session and in the event of an emergency any regular National Council Session, may be held in whole or in part (i.e. with some delegates attending in person and others virtually, or with some days' meetings being held in person and others virtually) 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.

The proposed amendment to Section 4 of Proposal 1 was discussed and debated.

MOVED by Adeline Woods, Girl Scouts of Central and Western Massachusetts, and seconded, to close debate on all pending questions.

Total number of votes cast: 854
Number of votes required: 570
Votes in favor: 798
Votes opposed: 56

There being at least two-thirds in favor, the motion to close debate on all pending questions PASSED and the Council moved to a vote on the motion to amend Proposal 1 by inserting the words, “(i.e. with some delegates attending in person and others virtually, or with some days’ meetings being held in person and others virtually)” after the words, “may be held in whole or in part” in the second sentence of Section 4.

The Chair recognized Sharon Mathis-Satterly, Girl Scouts of Kentuckiana, from the interrupting mic, who raised a Point of Order: Debate may not be closed without at least four viewpoints given, two pro and two con.

The Chair ruled that the Point of Order was WELL TAKEN.

The proposed amendment to Section 4 of Proposal 1 was further discussed and debated.

The Chair called for a revote on the motion to close debate on all pending questions.

Total number of votes cast: 840
Number of votes required: 560
Votes in favor: 811
Votes opposed: 29

There being at least two-thirds in favor, the motion to close debate on all pending questions PASSED and the Council moved to a vote on the amendment to add the language in red, as follows:

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 special National Council session and in the event of an emergency any regular National Council Session, may be held in whole or in part (i.e. with some delegates attending in person and others virtually, or with some days’ meetings being held in person and others virtually) 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.

Total number of votes cast: 868
Number of votes required: 435
Votes in favor: 266
Votes opposed: 602

There being fewer than a majority in favor, the motion to amend Proposal 1 FAILED and the Council moved to a vote on Proposal 1 as previously amended by the words shown in bold:

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 special National Council Session and in the event of an emergency any regular 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.

Total number of votes cast: 842
Number of votes required: 562
Votes in favor: 598
Votes opposed: 244

There being at least two-thirds in favor, Proposal 1, as amended. PASSED.

The Presiding Officer recognized Mary Ann Altergott, National Board Member, to introduce the Democratic Process and Delegate Voice discussion.

Mary Ann Altergott introduced discussion moderators Lilly Thomson, Girl Scouts of Western Oklahoma; Sharon Matthews, former National Board Member and National Council Session Advisory Team Member; and Linda Foreman, former National Board Member, National Council Session Advisory Team Member, and World Foundation for Girl Guides and Girl Scouts, Inc. Board Member. It was noted that a Movement Governance Advisory Team would be formed this fall, following this NCS, which would be tasked with considering how to increase delegate engagement and involvement.

Linda Foreman and Sharon Matthews noted efforts made to date, to increase participation of delegates in governance and efforts to make governance within the Movement more governance more effective and efficient.

The Chair called for a 45-minute recess to enable the Council to move to their discussion groups. Presiding Officer Mary Ann Altergott, National Board Member, and girl co-Chair Anshu Cherukumilli of Girl Scouts, Heart of New Jersey, reconvened the meeting at 4:05 p.m.

The Chairs recognized Credentials Chair Vidya Krishnan, National Board Member, and girl co-Chair Tanya Yu of Girl Scouts of Utah, to present the updated Credentials Report.

UPDATED CREDENTIALS REPORT FOR MEETING 2

Credentials Chair Vidya Krishnan, National Board Member, and girl co-Chair, Tanya Yu of Girl Scouts of Utah, reported that as of 3:25 p.m. EST on July 19, 2023, 900 members of the National Council were registered and eligible to vote, including 871 delegates elected by Girl Scout councils, 6 delegates of USA Girl Scouts Overseas, 20 members of the National Board of Directors, 3 non-Board members of the National Board Development Committee, and 0 Past Presidents.

The Credentials Chairs noted that there being more than 200 delegates from at least 6 geographic areas, a quorum was present.

MOVED by Tanya Yu, Co-Credentials Chair, and seconded, to adopt the updated Credentials Report as the official report of National Council Members eligible to vote.

Total number of votes cast: 834
Number of votes required: 418
Votes in favor: 827
Votes opposed: 7

There being at least a majority in favor, the updated Credentials Report was adopted as the official report of National Council Members eligible to vote.

Proposal 4: Constitutional Amendment: DEIRJ Language Proposal

Presiding Officer Mary Ann Altergott, National Board Member, and girl co-Chair Anshu Cherukumilli of Girl Scouts, Heart of New Jersey, presided over consideration of Proposal 4.

As the Proposal appeared in the Workbook at page 64 and on screen, and there was no objection to the Chairs not repeating the wording of the Proposal, the Chairs did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chairs recognized Lydia Mallett, National Board Member, to present Proposal 4.

MOVED by Lydia Mallett, National Board Member, and seconded, to adopt Proposal 4 as it

appears in the Workbook.

Proposal 4 was discussed and debated.

MOVED by Sarah Doney, Girl Scouts of San Diego, and seconded, to amend Proposal 4 by replacing the word “anti-racism” in the text of the Preamble with the words “actively identify and oppose racism by removing systemic barriers to participation”.

The proposed amendment to Proposal 4 would thus read:

Diversity, Pluralism and Anti-Racism

Girl Scouts advance diversity, pluralism, and anti-racism actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

The proposed amendment to Proposal 4 discussed and debated.

MOVED by Journey Noyes, Girl Scouts Spirit of Nebraska, and seconded, to make a secondary amendment to Proposal 4 by replacing each instance of the word “racism” with the word “inequality”.

Proposal 4 would thus read:

Diversity, Pluralism and Anti-RacismInequality

Girl Scouts advance diversity, pluralism, and anti-racism actively identify and oppose ~~racism~~ inequality by removing systemic barriers to participation in our Movement and in the communities in which we live.

The Chair ruled that the motion was NOT IN ORDER as the secondary amendment as proposed was outside of the scope of notice.

MOVED by Veronica Ainsa, Girl Scouts of Western Washington, and seconded, to make a secondary amendment to Proposal 4 by replacing each instance of the word “anti-racism” with the words “social and racial justice”.

Proposal 4 would thus read:

Diversity, Pluralism and Anti-Racism Social and Racial Justice

Girl Scouts advance diversity, pluralism, and anti-racism social and racial justice actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

The Chair ruled that the motion was **NOT IN ORDER** as the secondary amendment as proposed was outside of the scope of notice.

MOVED by Veronica Ainsa, Girl Scouts of Western Washington, and seconded, to make a secondary amendment to Proposal 4 by replacing each instance of the word “anti-racism” with the words “racial justice”.

Proposal 4 would thus read:

Diversity, Pluralism ~~and Anti-Racism~~ Racial Justice

Girl Scouts advance diversity, pluralism, and ~~anti-racism~~ racial justice ~~actively identify and oppose racism by removing systemic barriers to participation~~ in our Movement and in the communities in which we live.

The amendments to Proposal 4 were discussed and debated.

MOVED by Kaitlin Houghland, Girl Scouts of NYPENN Pathways to make a tertiary amendment to Proposal 4.

The Chair ruled that the motion was **NOT IN ORDER** as the Council must vote on the prior amendments before another motion to amend could be considered.

The Chair recognized Veronica Ainsa, Girl Scouts of Western Washington, at the interrupting mic.

POINT OF ORDER raised by Veronica Ainsa, Girl Scouts of Western Washington, to note that her intent was not to strike the word “anti-racism” from the title, but only in the body of the text.

Proposal 4 would thus read:

Diversity, Pluralism ~~and Anti-Racism~~

Girl Scouts advance diversity, pluralism, and ~~anti-racism~~ ~~actively identify and oppose racism by removing systemic barriers to participation~~ racial justice in our Movement and in the communities in which we live.

The amendments were further discussed and debated.

MOVED by Claydean McCallon, Girl Scouts of Kentuckiana, and seconded, to close debate on the secondary amendment to replace the word “anti-racism” in the body of Proposal 4 with the words “racial justice”.

Total number of votes cast: 843

Number of votes required: 562

Votes in favor: 782

Votes opposed: 61

There being at least two-thirds in favor, the motion to close debate on the secondary amendment PASSED and the Council moved to a vote on the secondary amendment.

Total number of votes cast: 863
Number of votes required: 432
Votes in favor: 304
Votes opposed: 559

There being fewer than a majority in favor, the secondary amendment FAILED.

The primary amendment to Proposal 4, as shown below, was further discussed and debated:

Diversity, Pluralism and Anti-Racism

Girl Scouts advance diversity, pluralism, and ~~anti-racism~~ actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

MOVED by Kaitlin Houghland, Girl Scouts of NYPENN Pathways, and Jessica Monson, Girl Scouts of Louisiana East, and seconded, to keep the word “anti-racism” in Proposal 4 and the language added by the primary amendment so that Proposal 4 would read as follows:

Diversity, Pluralism and Anti-Racism

Girl Scouts advance diversity, pluralism, and ~~anti-racism~~ actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

The amendments to Proposal 4 were further discussed and debated.

The Presiding Officer recessed at 5:38 p.m. EST and requested that the Council reconvene at 8:30 p.m. EST.

Presiding Officer Mary Ann Altergott, National Board Member, reconvened the meeting at 8:31 p.m. EST.

Final Credentials Report

The Presiding Officer and girl co-Chair Anshu Cherukumilli, Girl Scouts Heart of New Jersey, recognized Credentials Chair Vidya Krishnan, National Board Member, and girl co-Chair Tanya Yu of Girl Scouts of Utah, to present the updated Credentials Report.

UPDATED CREDENTIALS REPORT FOR MEETING 2

Credentials Chair Vidya Krishnan, National Board Member, and girl co-Chair, Tanya Yu of Girl Scouts of Utah, reported that as of 8:30 p.m. EST on July 19, 2023, 901 members of the National Council were registered and eligible to vote, including 872 delegates elected by Girl Scout councils, 6 delegates of USA Girl Scouts Overseas, 20 members of the National Board of Directors, 3 non-Board members of the National Board Development Committee, and 0 Past Presidents.

The Credentials Chairs noted that there being more than 200 delegates from at least 6 geographic areas, a quorum was present.

MOVED by Vidya Krishnan, Co-Credentials Chair, and seconded, to adopt the updated Credentials Report as the official report of National Council Members eligible to vote.

Total number of votes cast: 825
Number of votes required: 413
Votes in favor: 820
Votes opposed: 5

There being at least a majority in favor, the updated Credentials Report was adopted as the official report of National Council Members eligible to vote.

The amendments to Proposal 4 were further discussed and debated.

MOVED by Matt Barnes, Girl Scouts of Northeast Texas, and seconded, to close debate on the amendments to Proposal 4.

Total number of votes cast: 831
Number of votes required: 554
Votes in favor: 771
Votes opposed: 60

There being at least two-thirds in favor, the motion to close debate on the amendments to Proposal 4 PASSED and the Council moved to a vote on the secondary amendment to Proposal 4 as follows:

Diversity, Pluralism and Anti-Racism

Girl Scouts advance diversity, pluralism, **and** anti-racism and actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

Total number of votes cast: 844
Number of votes required: 423
Votes in favor: 506

Votes opposed: 338

There being at least a majority in favor, the secondary amendment to Proposal 4 PASSED and the Council moved to a vote on the primary amendment as follows:

Diversity, Pluralism and Anti-Racism

Girl Scouts advance diversity, pluralism, and anti-racism and actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

Total number of votes cast: 800

Number of votes required: 401

Votes in favor: 418

Votes opposed: 382

There being at least a majority in favor, the primary amendment to Proposal 4 PASSED.

Proposal 4 (as amended) thus reads:

Diversity, Pluralism and Anti-Racism

Girl Scouts advance diversity, pluralism, and anti-racism and actively identify and oppose racism by removing systemic barriers to participation in our Movement and in the communities in which we live.

Proposal 4 (as amended) was further discussed and debated.

MOVED by Amber Ratliff, Girl Scouts of Eastern Oklahoma, and seconded, to close debate on Proposal 4.

Total number of votes cast: 867

Number of votes required: 578

Votes in favor: 653

Votes opposed: 214

There being at least two-thirds in favor, the motion to close debate on the amendments to Proposal 4 PASSED and the Council moved to a vote on Proposal 4 (as amended).

Total number of votes cast: 874

Number of votes required: 583

Votes in favor: 678

Votes opposed: 196

There being at least two-thirds in favor, Proposal 4 (as amended) PASSED.

The Chairs recognized Rachel Roché Walton, National Board Member, and girl co-Chair, Olivia Kim of Girl Scouts Heart of Central California, to preside over election proceedings.

NOMINATIONS FOR NATIONAL BOARD OF DIRECTORS AND NATIONAL BOARD DEVELOPMENT COMMITTEE ELECTIONS

Election Co-Chair Rachel Roché Walton recognized Debbie Nielson, National Board Member and Chair of the National Board Development Committee, to present the nominations of the National Board Development Committee for the Officers, Members-at-Large of National Board of Directors, and National Board Development Committee (NBDC) for the 2023-2026 term:

Election Co-Chair Olivia Kim noted that candidate information could be found, beginning on page 9 of the Delegate Workbook, as updated on July 15, 2023.

Officers

President:	Noorain Khan
First Vice President:	Jeanne Kwong Bickford
Second Vice President:	Trooper Sanders
Treasurer:	Diane Tipton
Secretary:	Mary Ann Altergott

Members-at-Large of the National Board of Directors

Andrea Albright	Telva McGruder
Beth Bovis	Rumi Morales
Lupe Camargo	Ileana Musa
Adrienne Cozart	Romie Mushtaq, MD
Felecia Gilmore-Long	Abrar Omeish
Lorraine Hack	Marcus Peacock
Alfia Ilicheva	Jake Perlman
Jessie Kornberg	Erika Rottenberg
Vidya Krishnan	Scott Saunders
Ana Tavares Lattibaudiere	April Schneider
Sue Major	Leslee A. Temple, FASLA
Lydia Mallett, PhD	Maryann Waryjas
Robyn Ratcliffe Manzini	

National Board Development Committee (Board Members)

Beth Bovis
Felecia Gilmore-Long

National Board Development Committee (Non-Board Members)

Vivian Blade

Rebecca Chavez-Houck
Debbie Hassan
Wendy Venoit
Ráchel Roché Walton

The election co-Chairs noted that in accordance with Article XII, Section 10 of the GSUSA Constitution, as notices of nomination from the floor had been received, nominations were closed.

In accordance with Article XII, Section 10 of the GSUSA Constitution, as there was a single nominee for each position of the officer positions, the Chairs declared the slate of Officers as nominated by the National Development Committee elected by acclamation.

In accordance with Article XII, Section 10 of the GSUSA Constitution, as there was a single nominee for each non-Board member of the National Board Development Committee, the Chairs declared the slate for non-Board members of the National Board Development Committee elected by acclamation.

In accordance with Article XII, Section 10 of the GSUSA Constitution, as there was a single nominee for each Member-at-Large position for the National Board, the Chairs declared the slate for Members-at-Large for the National Board elected by acclamation.

Chair Mary Ann Altergott, National Board Member, recognized Karen P. Layng, the outgoing National Board President, to make remarks.

Following brief remarks by Karen P. Layng, the Chair recessed the meeting at 9:26 p.m. EST.

Meeting 3: Thursday, July 20, 2023 (8:35 a.m. EST)

Call to Order

The Chair, Karen P. Layng, outgoing National Board President, called the meeting to order at 8:35 a.m. EST with brief remarks.

At 8:57 a.m. EST, the Chair recognized Mary Ann Altergott, National Board Member, and girl co-Chair Katelyn Rose Kaake of Girl Scouts of Hornet's Nest as the new presiding officers.

Adoption of Credentials Report

The Chair recognized National Board Member, Vidya Krishnan, and girl co-chair, Tanya Yu of Girl Scouts of Utah as the co-Credentials Chairs to present the Credentials Report.

CREDENTIALS REPORT

Credentials Chair Vidya Krishnan reported that as of 8:30 a.m. EST on July 20, 2023, 901 members of the National Council were registered and eligible to vote, including 872 delegates elected by Girl

Scout councils, 6 delegates of USA Girl Scouts Overseas, 20 members of the National Board of Directors, 3 non-Board members of the National Board Development Committee, and 0 Past Presidents.

The Credentials Chair noted that there being more than 200 delegates from at least 6 geographic areas, a quorum was present.

MOVED by Tanya Yu, Co-Credentials Chair, and seconded, that the registered members of the National Council reported here be the official roll of the delegates of this National Council Session.

Total number of votes cast: 830
Number of votes required: 416
Votes in favor: 822
Votes opposed: 8

There being at least a majority in favor, the Credentials Report was adopted as the official report of National Council Members eligible to vote.

Proposal 2: Constitutional Amendment: Amend the Girl Scout Promise and Law to Use More Potent, Actionable Language

As the Proposal appeared in the Workbook at page 57 and on screen, and there was no objection to the Chairs not repeating the wording of the Proposal, the Chairs did not repeat the wording of the Proposal.

A copy of the Workbook (including the correction sheets) is attached as Addendum 5 to these Minutes.

The Chair recognized Normandie Beversluis, Girl Scouts Heart of New Jersey, to speak about Proposal 2.

MOVED by Normandie Beversluis, Girl Scouts Heart of New Jersey, and seconded, to adopt Proposal 2 as it appears in the Workbook.

Proposal 2 was discussed and debated.

MOVED by Chloe Dehmel, Girl Scouts of Greater Los Angeles, and seconded, to divide the question so that the Council would consider first proposed changes to the Girl Scout Promise and then the Girl Scout Law.

Total number of votes cast: 828
Number of votes required: 415
Votes in favor: 613
Votes opposed: 215

There being at least a majority in favor, the motion to divide the question **PASSED**.

Proposal 2 changes to the Girl Scout Promise were discussed and debated.

MOVED by Mary Gadelian, Girl Scouts of San Jacinto, and seconded, to amend Proposal 2 by inserting “do my best” after “On my honor I will” and the word “to” before “serve,” “help” and “live” so that the Girl Scout Promise would read:

The Girl Scout Promise

On my honor I will ~~try~~ do my best:
To serve god and my country,
To help people at all times,
And to live by the Girl Scout Law.

The amendment was discussed and debated.

MOVED by Sarah Beck, Girl Scouts of Ohio Heartland, and seconded, to refer Proposal 2 to committee.

The motion was discussed and debated.

MOVED by Kathryn Simmons, Girl Scouts of Black Diamond, and seconded, to close debate on the motion to refer Proposal 2 to committee and on the motion to amend the Proposal by replacing “try” with “do my best” in the Girl Scout Promise.

Total number of votes cast: 843
Number of votes required: 562
Votes in favor: 777
Votes opposed: 66

There being at least two-thirds in favor, the motion to close debate was **PASSED** and the Council moved immediately to a vote on the motion to refer Proposal 2 to committee.

Total number of votes cast: 841
Number of votes required: 421
Votes in favor: 196
Votes opposed: 645

There being fewer than a majority in favor, the motion to refer Proposal 2 to committee **FAILED** and the Council moved immediately to a vote on the motion to amend the Proposal 2 changes to the Girl Scout Promise by inserting “do my best” after “will” as follows:

The Girl Scout Promise

On my honor I will ~~try~~ do my best:

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

Total number of votes cast: 869
Number of votes required: 435
Votes in favor: 345
Votes opposed: 524

There being fewer than a majority in favor, the motion to amend Proposal 2 FAILED.

Proposal 2 changes to the Girl Scout Promise were further discussed and debated.

MOVED by Jerrica Owen, Girl Scouts of San Diego, and seconded, to amend Proposal 2 changes to the Girl Scout Promise by inserting the word, “strive” after the word “will” such that the Proposal would read:

The Girl Scout Promise

On my honor I will ~~try~~ strive:
To serve god and my country,
To help people at all times,
And to live by the Girl Scout Law.

The motion to amend Proposal 2 changes to the Girl Scout Promise were further discussed and debated.

MOVED by Jamie Munnik, Girl Scouts of Manitou, and seconded, to close debate on all prior questions relating to the Girl Scout Promise.

Total number of votes cast: 799
Number of votes required: 533
Votes in favor: 727
Votes opposed: 72

There being at least two-thirds in favor, the motion to close debate was PASSED and the Council moved immediately to a vote on the motion to amend Proposal 2 to read:

The Girl Scout Promise

On my honor I will ~~try~~ strive:
To serve god and my country,
To help people at all times,
And to live by the Girl Scout Law.

Total number of votes cast: 863

Number of votes required: 576
Votes in favor: 171
Votes opposed: 692

There being fewer than two-thirds in favor, the motion to amend Proposal 2 FAILED and the Council moved immediately to a vote on Proposal 2 changes to the Girl Scout Promise as follows:

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.

Total number of votes cast: 852
Number of votes required: 558
Votes in favor: 199
Votes opposed: 653

There being fewer than two-thirds in favor, Proposal 2 changes to the Girl Scout Promise FAILED and the Council moved immediately to discussion of Proposal 2 changes the Girl Scout Law as follows:

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

Proposal 2 changes to the Girl Scout Law were discussed and debated.

MOVED by Adaline Woods, Girl Scouts of Central and Western Massachusetts, and seconded, to limit further debate on Proposal 2 to one hour.

Total number of votes cast: 788
Number of votes required: 526
Votes in favor: 619
Votes opposed: 169

There being at least two-thirds in favor, the motion to limit debate was PASSED.

Proposal 2 changes to the Girl Scout Law were further discussed and debated.

MOVED by Olivia Cline, Girl Scouts of Kansas Heartland, and seconded, to amend Proposal 2 changes to the Girl Scout Law by replacing “do my best” and “will” with “to improve.”

The Chair noted that the motion was NOT IN ORDER given that it would introduce problems with syntax but that the Delegate could revise her motion and try again.

MOVED by Alyssa Engle, Girl Scouts of Eastern Oklahoma, and seconded, to close debate on Proposal 2 changes to the Girl Scout Law.

Total number of votes cast: 851
Number of votes required: 568
Votes in favor: 743
Votes opposed: 108

There being at least two-thirds in favor, the motion to close debate PASSED and the Council moved immediately to a vote on Proposal 2 changes to the Girl Scout Law as they appeared in the workbook and on the screen:

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

Total number of votes cast: 880
Number of votes required: 587

Votes in favor: 245
Votes opposed: 635

There being fewer than two-thirds in favor, Proposal 2 changes to the Girl Scout Law FAILED.

The Chairs invited the Council to reaffirm the Girl Scout Promise and Law by leading a recitation of the Girl Scout Promise and Law.

International Campfire Chat

The Chairs recognized Maya Cabrera of USA Girl Scouts Overseas, to moderate an International Campfire Chat with Ráchel Roché Walton, National Board Member and Candela Gonzalez, Vice President of the World Association of Girl Guides and Girl Scouts' World Board.

Call to Action for Movement-Wide Advisory Team

The Chair recognized Sharon Matthews, National Council Session Advisory Team member and former National Board Member, to report out on the Democratic Process and Delegate Voice Discussion and next steps, including a plan to circulate a post-NCS discussion guide and form of a Movement-wide governance advisory team. Sharon Matthews invited Delegates to apply to be part of the advisory team.

Installation of the National Board and Board Development Committee

The Chair recognized National Board Member Vidya Krishnan and Tanya Yu of Girl Scouts of Utah to preside over the installation of the newly elected Officers, Members-at-Large of the National Board, and non-board members of the National Board Development Committee.

All Officers, National Board Members, and Members of the National Board Development Committee were duly sworn in.

Address of the Newly Elected President of the National Board and Official Adjournment of the National Council Session

Newly elected President of the National Board Noorain Khan gave brief remarks about her vision for the Movement and the importance of making it more inclusive. President Noorain Khan officially adjourned official proceedings of the 56th National Council Session at 12:24 p.m. EST.

Remarks by GSUSA CEO Bonnie Barczykowski

Following the official adjournment of the National Council Session, National Board President Noorain Khan turned proceedings over to Bonnie Barczykowski, CEO of GSUSA, who made brief remarks regarding the importance of the Gold Award.

Bonnie Barczykowski then conducted a panel interview with Bronze Award winner Lily, Silver

Award winner Hannah, and gold Award winner Fatima, who spoke about their projects.

Bonnie thanked National Board Members Robyn Ratcliffe Manzini and Diane Tipton for their gifts in support of the Gold Award Scholarship Fund and Girl Scouts of Greater Chicago and Northern Indiana for their proposal to establish the Gold Award Scholarship Fund at the previous National Council Session.

National Board Members Robyn Ratcliffe Manzini and Diane Tipton, and donor Aldo Manzini, made brief remarks about the Gold Award Girl Scout Scholarship Fund and called upon others to donate to the fund.

Closing Ceremony

Girl Scout Madeline Gavin welcomed the color guard to the stage to retire the colors. The colors were retired at 12:57 p.m. EST.

President Noorain Khan and CEO Bonnie Barczykowski adjourned the final meeting of the 56th National Council Session at 1:04 p.m. EST.

ADDENDUMS

Addendum 1 – Standing Rules

Addendum 2 – Program

Addendum 3 – Stewardship Report

Addendum 4 – Delegate Workbook

Addendum 5 – Certified Voting Results Summary

ADDENDUM 1

Standing Rules

ADDENDUM 2

Program



56th National Council Session

Delegate Workbook Addendum

To: Delegates to the 56th National Council Session/2023 Convention

From: Girl Scouts of the USA

Date: July 10, 2023

Re: Workbook Addendum

We are looking forward to gathering with our delegates and visitors at the 56th National Council Session/2023 Convention. As you prepare, please note the following updates to the 56th National Council Session Workbook:

Proposed Program for the 56th National Council Session

We are sharing the proposed program for the National Council Session in advance of the meeting.

Standing Rules

Clauses related to the consent agenda have been removed from the Standing Rules in response to delegate feedback related to the use of a consent agenda for the 2023 National Council Session. This has been corrected in the digital version of the Workbook (pages 74-75).

Proposal 2: Constitutional Amendment: Amend the Girl Scout Promise and Law to Use More Potent, Actionable Language. A scrivener's error omitted the "*" from the Girl Scout Promise text. This has been corrected in the digital version of the Workbook (page 57).

Slate Changes

There is a change to the slate of nominees for the National Board of Directors for the 2023- 2026 triennium. Eileen Drake and Venus Quates have withdrawn their nominations for the 2023-2026 National Board candidate slate. We thank Eileen and Venus for their dedicated service to the Board and the Movement.

To fill slate vacancies, the National Board Development Committee has nominated Jessie Kornberg and Ana Tavares Lattibeaudiere as members-at-large for the 2023-2026 triennium. Enclosed please find supplemental Workbook pages containing Jessie Kornberg's and Ana Tavares Lattibeaudiere's candidate biographies.

The GSUSA Board and NBDC Slate Statistics on pages 46-47 of the Workbook have also been updated accordingly and replacement pages are enclosed.

On page 18 in the print version of the Workbook, candidate Lupe Camargo's name was spelled incorrectly. This has been corrected in the digital version.

Delegates are reminded to frequently review the [delegate website](#) for updated proposal Q&A's, recorded sessions of each proposal education session, parliamentary procedures, NCS discussion topic and much more!



Members-at-large



Jessie Kornberg
Los Angeles, California

*President and CEO
Skirball Cultural Center*

As an advocate, attorney, and nonprofit leader, Jessie’s career has been dedicated to civil rights work and dismantling systemic inequality for two decades, with a special focus on creating equal opportunity for women and girls. This commitment began with frontline anti-poverty services at the largest provider of homeless family housing in New York City, where she encountered homeless families. These families were often led by African American women similar to Jessie in age and drive but excluded from the networks and resources critical to Jessie’s own opportunities. This inspired her decision to attend law school, where she continued direct service work in unhoused communities in downtown Los Angeles. Jessie went on to work with the NAACP and NOW before assuming the directorship of Ms. JD, an online community dedicated to supporting and advancing the careers of women in the legal profession. She extols the importance of Girl Scouts and the powerful effect the Movement can have on the future of women and girls. Jessie is a Lifetime Member of GSUSA.

Prior to her current position as President and CEO of the Skirball Cultural Center, Jessie was the CEO of Bet Tzedek Legal Services, one of the nation’s leading free legal aid providers. Under her leadership, the agency grew to address the most pressing legal issues facing low-income families, including rapid response advocacy for immigrant children seeking asylum, victims of wage theft and elder abuse, and the nation’s first transgender medical-legal partnership. 75% of Bet Tzedek’s clients were female. Jessie has extensive experience in change management, nonprofit governance, marketing, and fundraising.

She currently serves as a trustee for the Los Angeles Urban League, the Motion Picture & Television Fund, and UCLA School of Law, where she earned her JD. She lives in the Silverlake neighborhood of Los Angeles with her spouse and their two young children.



Ana Tavares Lattibeaudiere
Roswell, Georgia

*Principal and Co-Founder
MTL Management*

Ana is a Lifetime Member of GSUSA and passionate about gender equality and promoting women’s involvement in the tech industry and developing their leadership potential. She created various programs while at GSMA to address the lack of diversity in tech and encourage girls to follow tech careers. Ana brought one of those programs—Tech4Girls—to Girl Scouts of Greater Atlanta and worked to introduce STEM programming and badges, bringing external funding to support the pilot, which was subsequently expanded. As part of this program, girls got to participate in a hands-on workshop (e.g. build a Google Home device from scratch) and meet women leaders and role models in the tech industry.

Ana co-founded MTL Management to provide strategic leadership services and apply her over 20 years of experience in the telecommunications and tech industries and in nonprofit organizations. She is currently the Executive Director for GlobalPlatform, a nonprofit organization responsible for the standardization of secure components present in credit cards, SIM cards, and ePassports. She is also the Chief Strategy Officer for 10T Tech, a leader in eSIM as a service. Ana has a strong network of relationships across the world. Her areas of expertise include Internet of Things, strategy, technology, innovation, and advocacy/social impact.

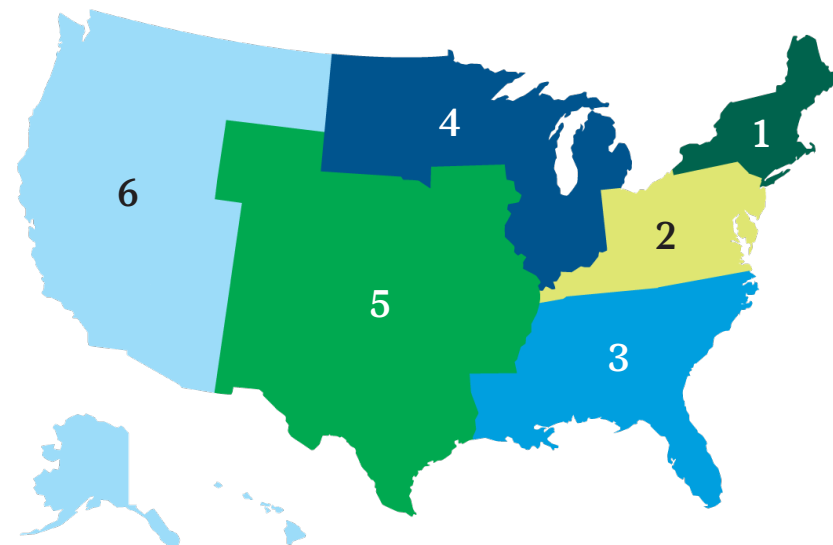
She volunteers as a Board Member for Global Telecoms Women Network, a C-level network of women executives dedicated to advancing diversity in the telecommunications industry. She is currently leading GTWN’s efforts in digital equity following a call to action launched in February 2023.

Prior to her current role, Ana was the SVP of Strategy for XEO Air and held leadership positions at GSMA, Accenture, and Deloitte Consulting.

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.

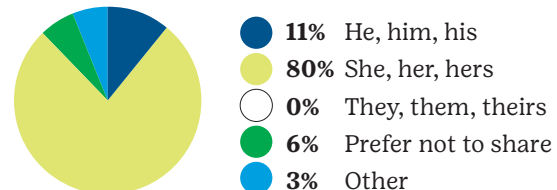
57%
have
council leadership
experience,
serving as
board members
and council
delegates.

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

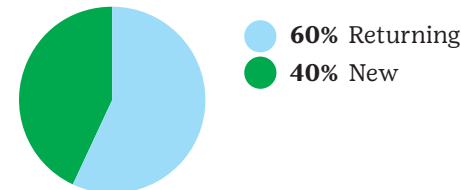
57%
indicate a race
or ethnicity other
than white.

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

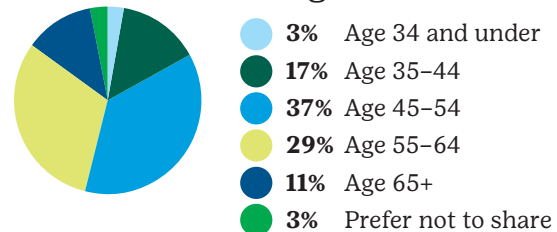
Gender



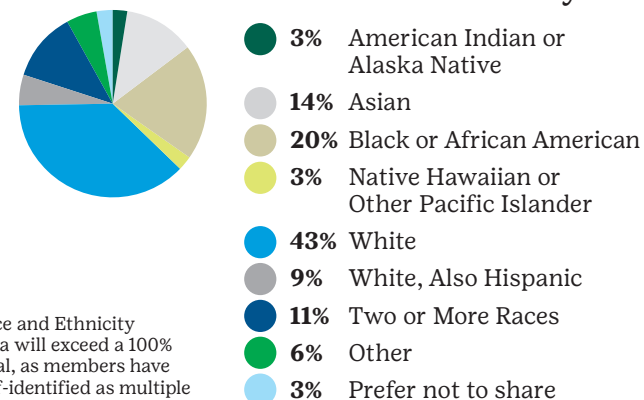
Tenure



Age

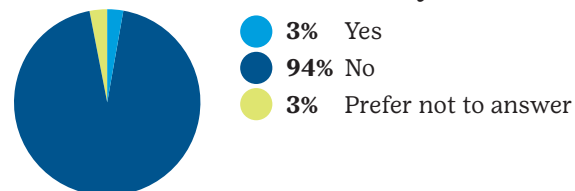


Race and Ethnicity*



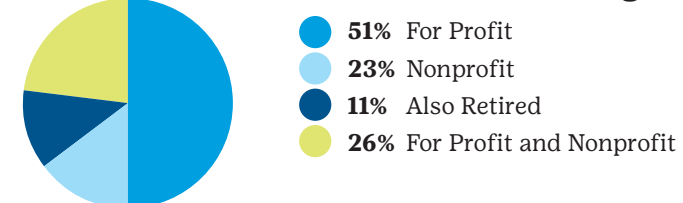
*Race and Ethnicity data will exceed a 100% total, as members have self-identified as multiple races and ethnicities.

Disability



Professional Expertise and Experience of Candidates

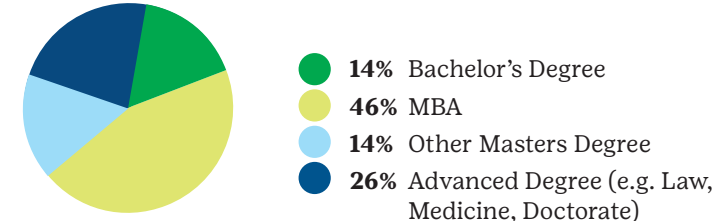
Professional Background



Top Three Skills/Expertise*

- 43% Strategy
- 31% DEIRJ
- 29% Finance
- 29% Change Management
- 26% Technology, Innovation & Computer Science

Education



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

Program

Tuesday, July 18, 2023, 1:00 p.m.–6:30 p.m.

NCS Pre-session Proposal Q&A Breakouts, 1:00 p.m.–1:30 p.m.

Opening Ceremony

Business Meeting 1

- Call to Order
- Adoption of Credentials Report
- Adoption of Standing Rules
- Adoption of Program
- Stewardship Report
- Debate and Vote on Proposal 7 - Girl Scouts Gold Award Scholarship Fund
- Debate and Vote on Proposal 6 - Timing of Delegate Allotment
- Adjournment

Delegate Reception, 7:00 p.m.–9:00 p.m.

Wednesday, July 19, 2023, 8:30 a.m.–5:30 p.m.

Business Meeting 2

- Call to Order
- Credentials Report Update
- Keynote speaker
- Debate and Vote on Proposal 3 - Council Representation on the National Board Proposal
- Debate and Vote on Proposal 5 - Formula for Delegates Proposal
- Debate and Vote on Proposal 1 - Allowing the Possibility of Virtual Attendance for National Council Sessions and for Special Sessions of the National Council
- Democratic Process and Delegate Voice Discussion Part 1
- Debate and Vote on Proposal 4 - DEIRJ Language Proposal
- Elections
- Address by National President, Karen P. Layng
- Adjournment

Thursday, July 20, 8:30 a.m.–1:00 p.m.

Business Meeting 3

- Call to Order
- Final Credentials Report
- Debate and Vote on Proposal 2 - Amend the Girl Scout Promise and Law to Use More Potent, Actionable Language
- International Commissioner Report
- Democratic Process and Delegate Voice Discussion Part 2
- Installation of The National Board
- Incoming President Keynote
- Adjournment
- Highest Awards
- NCS Closing
- Move to Hall of Experiences Preview and Lunch



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>THE GIRL SCOUT PROMISE:</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>THE GIRL SCOUT LAW:</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>THE GIRL SCOUT PROMISE:</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>THE GIRL SCOUT LAW:</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 <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>THE GIRL SCOUT PROMISE:</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>THE GIRL SCOUT LAW:</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.

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

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.

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. 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.

3. 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.

4. 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.

5. 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.

6. 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.

7. National Council Member Comfort

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

8. Electronic Devices

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

9. Procedures

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

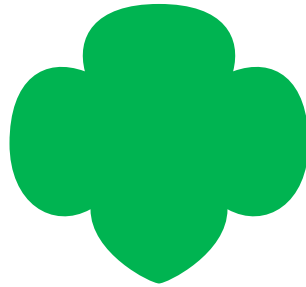
ADDENDUM 3

Stewardship Report



girl scouts 

2023
Stewardship
Report



The *Stewardship Report* is an annual business report for National Council delegates that highlights major work accomplished by and for the Girl Scout organization across critical workstreams during the fiscal year. The goal is to ensure delegates are kept abreast of all that we are doing during the triennium to meet our strategic objectives, strengthen our Movement, and position it for success in the years ahead.



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We Are Girl Scouts of the USA

Girl Scouts bring their dreams to life and work together to build a better world. Through programs from coast to coast, Girl Scouts of all backgrounds and abilities can be unapologetically themselves as they discover their strengths and rise to meet new challenges—whether they want to climb to the top of a tree or the top of their class, lace up their boots for a hike or advocate for climate justice, or make their first best friends. Backed by trusted adult volunteers, mentors, and millions of alums, Girl Scouts lead the way as they find their voices and make changes that affect the issues most important to them. To join us, volunteer, reconnect, or donate, [visit girlscouts.org](https://www.girlscouts.org).

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.



Letter from the National President and Chief Executive Officer



We are excited to present the *2023 Stewardship Report* ahead of our first in-person National Council Session (NCS) since 2017. This report reviews the key work we have collectively engaged in during the 2023 fiscal year to strengthen our Movement, recover and rebuild after COVID-19, and ensure a bright future for Girl Scouts. ([2021 Stewardship Report](#) / [2022 Stewardship Report](#))

The work we have accomplished over the past year is thanks to the resilience, hard work, and resolve of council and GSUSA leadership and staff across our Movement—not to mention the countless hours, generous treasure, and committed passion of our Girl Scout volunteers. Their determination to include and engage girls and deliver an impactful Girl Scout experience is boundless. Our progress on priorities such as DEIRJ, membership, technology, programming, philanthropic giving, and Gold Award elevation reflects the commitment of local and national leaders to support girls through effective and collaborative partnerships.



Since the close of NCS 2020, and in the spirit of maintaining open and consistent dialogue with council leadership, delegates, and other members on issues of governance, the NCS Advisory Team and National Board have collaborated with councils and delegates to assess Movement priorities and shape the agenda for 56th NCS 2023. We collected insights to inform the discussion topic and proposal submission process, provided education on how to propose agenda items, and created an early submission process where councils could receive feedback on potential NCS proposals before the final submission deadline.

The final NCS agenda reflects delegates' desire to participate in and vote on strategic imperatives. The NCS process is key to elevating the delegate voice and supporting and improving our democratic process, and at this year's convening, we will make important, strategic decisions using a formal process of debate followed by voting. The 56th NCS experience promises to be streamlined and rewarding.

The National Board remains steadfast in its commitment to ensuring the long-term stability of Girl Scouts, strengthening alignment among councils and GSUSA, and creating a future for Girl Scouts where every girl, in every community, has the opportunity to join our Movement and feel welcome.

Thank you for the time, treasure, and heart you dedicate to being a Girl Scout and supporting Girl Scouts. While challenges remain, we are proud of the progress we have made and are so grateful to partner with you to chart our way forward, build the future of our great Girl Scout Movement, and strengthen our ability to deliver on our mission for decades to come.

Yours in Girl Scouting,

A handwritten signature in black ink, appearing to read 'Karen Layng'.

Karen P. Layng
National Board President
Girl Scouts of the USA

A handwritten signature in black ink, appearing to read 'Bonnie Barczykowski'.

Bonnie Barczykowski
Chief Executive Officer
Girl Scouts of the USA



Part 1: Ensuring an Enduring Future for Girl Scouts



Membership

As a membership organization, GSUSA is focused on reaching all school-aged girls across the country and ensuring an enduring future for an inclusive, welcoming Girl Scouts and Girl Guides the world over. We focused this year on our critical DEIRJ work, which will be shared below, and ended 2022 with a promising sign of our Movement's pace of recovery: 2022 was the first rebound year since the height of the pandemic and the first growth year in a decade (year over year). Although we had not yet recovered to pre-pandemic levels, we stabilized the steep declines we experienced in 2020 and 2021.

In 2023, we have continued this recovery in both new girl recruitment and retention, with historically high retention rates at about 66%. Our new girl recruitment has grown 7% year over year to date, with growth in Daisy (+14%) and Brownie (+9%) members particularly notable. We still see an opportunity in the coming year to continue the recapture of our Daisy and Brownie market share and build our pipeline of Girl Scouts.

Paid Digital Marketing

The GSUSA Digital Marketing and Membership teams have refined a consistent paid media strategy to capture new members throughout the year, while driving new interest at key moments through engaging activity downloads.

- National paid marketing—a \$372,000 spend from July 2022 to April 2023—drove more than 86,000 new 2023 memberships, with the largest spend happening from July to September.
- Results have consistently outperformed performance targets each month.

Starter Troops Initiative

The Starter Troop model continued to drive new volunteer recruitment.

- The Starter Troop model allows new Girl Scouts to participate in a short-term, facilitator-led troop experience while their adult caregivers learn more about volunteering.
- By the end of January 2023, 47 participating councils had launched over 910 Starter Troops, serving over 8,500 new girls and recruiting more than 3,600 new volunteers.
- More than half (59%) of Starter Troops had transitioned to long-term volunteer leadership by the end of January, with many additional Girl Scouts being placed in other troops.

Membership and Program Training

The GSUSA Program and Membership teams each launched a week of training for council staff in March 2023.

- Each team provided six sessions and an open time for questions.
- Trainings welcomed 104 councils and averaged 588 attendees, with the largest session (Girl Scout Membership Basics) drawing over 650 attendees.
- Council staff reported that these trainings provided a strong foundation for their work and will continue to assist onboarding new staff into the Movement.
- All trainings were recorded and made available for council staff to complete at any time.



Public Affairs

GSUSA continued to identify key opportunities for advocacy, cultivate relationships with priority stakeholders in the federal government and nonprofit sector, and leverage participation in policymaking discussions to advance Girl Scouts' visibility, relevance, and leadership.

Below are highlights of work conducted to support the Movement and position Girl Scouts as a committed partner, thought leader, and trusted resource with external audiences.



Partnership with the Executive Branch

Our work to build impactful partnerships with the Executive Branch include:

- Partnering with NASA to bring Girl Scouts to the Artemis 1 Mission launch on November 22, 2022, at Kennedy Space Center in Florida, to witness the rocket lift off carrying 90 Space Science badges.
- Executing a memorandum of understanding formalizing a collaboration with the Cybersecurity and Infrastructure Security Agency (CISA), with the aim of educating more girls and volunteers on the importance of cybersecurity and inspiring girls to pursue career paths in the broader cyber universe.
- The Girl Scouts of Citrus Council American Rocketry Team qualified for the 2023 National Finals of the National Rocketry Challenge in Virginia sponsored by the American Aerospace Institute. NASA's Associate Administrator for STEM Outreach Mike Kincaid was impressed that this second-year team made it to the finals, and he will be watching for them next year!

U.S. Congress

Highlights of our work to elevate Girl Scouts among members of Congress include:

- Expanding Troop Capitol Hill to include over 30 members of Congress and strengthening relationships with our eight bipartisan, bicameral co-chairs.
- Advancing a proposal to reduce the National Girl Scout Council Retirement Plan pension burden through legislation, working directly with Congressional committee leadership and key Members of Congress.
- Engaging Girl Scout council leadership in outreach and education efforts.
- Establishing strong collaborative relationships with the members of the Senate and House “Women in STEM” Caucuses.
- Actively planning a June 2023 Congressional event, including a STEM Experience Fair with Gold Award Girl Scouts and hands-on STEM badge activities.
- Introducing resolutions in both the U.S. House and Senate commemorating Girl Scouts’ 111th anniversary.

Council Support

We supported councils through the application process for 2023 and 2024 congressionally directed spending requests and community project funding requests (known as “earmarks”) with webinars, one-on-one consultation, and gsConnect tools and resources. For 2023, five councils received earmarks in amounts ranging from \$15,000 to \$920,000.

We additionally hosted eight webinars on topics including accessing federal funding, interpreting midterm election results, and hiring AmeriCorps volunteers.





Diversity, Equity, Inclusion, and Racial Justice

A critical imperative for the future of our organization is our diversity, equity, inclusion, and racial justice (DEIRJ) work. Our goal is to be, and be known as, a welcoming organization where every Girl Scout feels they belong, feels heard, and has the support they need. This work includes removing barriers to participation in Girl Scouting and ensuring that girls of all racial and ethnic backgrounds proudly feel their place in Girl Scouting—work that is long overdue for girls of color. This work is a moral imperative and a Movement imperative, and it is critical for the future of our organization.

Movement-wide Audit

During this triennium we have taken some of the important steps needed to move our organization forward on this critical work.

To determine how best to plan, progress, and support this work, we engaged Symphonic Strategies to conduct a Movement-wide DEIRJ audit to understand our current state of racial inclusivity. The goal was to provide an external assessment of how the principles and practices of DEIRJ are reflected in our organization so that we can have clarity on the landscape and where the strengths and gaps are and efficiently address our policies, programs, people engagement, and communications to meet the charge of our collective pledge.

The audit engaged CEOs, board chairs, National Board members, and council and GSUSA staff and incorporated responses from volunteers, caregivers, and Girl Scouts in our Girl Scout Voices Count survey. It was completed in July 2022, and we began sharing the findings with Movement leadership (National Board members, GSUSA's Executive Team, council CEOs, and council board chairs) in fall 2022 to obtain feedback on priorities and to ensure leaders understand where we are and where we need to be as an organization.



Findings

Symphonic Strategy's findings suggest that individuals who identify as Black, Indigenous, and People of Color (BIPOC) are at the "periphery of Girl Scouting"—meaning that the needs, interests, and priorities of BIPOC Girl Scouts and potential BIPOC girl members have not always been the first or the central factor when making Movement decisions. And as long as these needs, interests, and priorities appear to be at the periphery of Girl Scouting, full and sustained participation from members of these communities will continue to remain at the periphery. This includes not only our Girl Scouts and volunteers, but also the composition of our boards and the selection and development of our leaders and staff.

Symphonic identified three root causes of this problem. They include our tendency to be fierce protectors of the norms and rituals of Girl Scouting, which leads to exclusion of those who have not traditionally been part of the stories we tell. Secondly, because the Girl Scout experience is almost entirely dependent on the leadership abilities of volunteers, a volunteer troop leader who doesn't have an inclusivity mindset can negatively impact a BIPOC girl's experience. Finally, and most crucially, fear of addressing some of the issues and concerns that our young people are going to address with or without us—including those related to potentially controversial issues—is preventing full engagement with communities of color. Letting girls lead means collaboration in ways that will challenge the authority and even the instincts of some of the adults in the Movement.

The impact of these organizational tendencies with regard to BIPOC communities is that our market share with them remains stalled with a risk of decline; other organizations and programs compete for their attention, membership, and loyalty; and, in the long term, Girl Scouts becomes less representative, less attractive, and less relevant to new generations.

Recommendations

The audit report recommended three short-term areas we have been focusing on, rooting all of it in strong communications that support simple and clear language around racial inclusivity, are clear about core values, and support development of a transparent process for embracing culture guidelines:

Content and Programming: Due to uncertainty about what matters to those who identify as BIPOC and how they wish to be served, it is critical that we hear from these communities directly about what centering inclusion and belonging means to them and then rethink how they experience our core programming. This is key when thinking about how diverse groups experience Girl Scouting from locale to locale.

Staff and Leadership: The audit underscored the need to work on our culture, and part of creating a culture that thrives is ensuring that we are inclusive. GSUSA has started working on a cultural blueprint with guiding values, starting with mental health, race, and reducing trauma and creating accountability measures in hiring, engagement, and development.

Policies and Procedures: It is recommended that we clarify our core values and align them with DEIRJ principles. This will be the foundation for determining the outcomes we want and the tools that help achieve them.

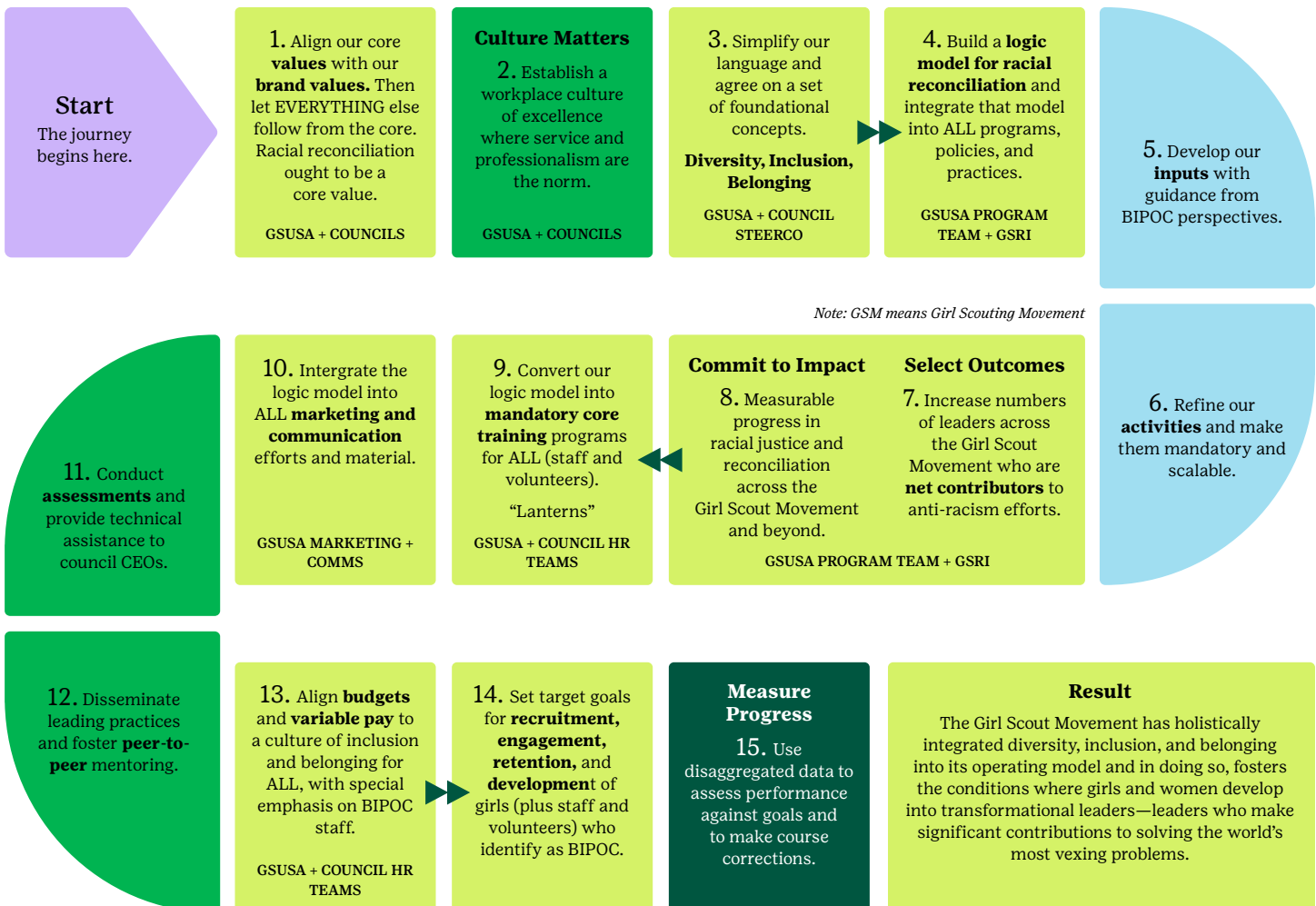


Our Path Forward

Our DEIRJ road map lays out how to prioritize and plan for executing audit recommendations. These recommendations will be used to create shared objectives, to which councils and GSUSA communities can develop, align, and execute their localized plans. Our 2023 goals for DEIRJ are to develop our strategy, objectives, tools, and training and then measure their effectiveness across initiatives. We will continue to partner with the national Steering Committee to inform long-term DEIRJ strategy and goals and have engaged council DEIRJ practitioners to create a more structured approach for collaborating and to collect recommendations on opportunities for being more inclusive. To enhance Movement-wide outcomes, council leadership and DEIRJ practitioners will help inform tools and provide feedback on the education provided throughout the year. All this work will also inform our path forward.

Recommended Road Map

Building an Inclusive Infrastructure



GIRL SCOUTS OF THE USA—RECOMMENDED ROAD MAP (April 4, 2023) Confidential, do not distribute without written permission from GSUSA.



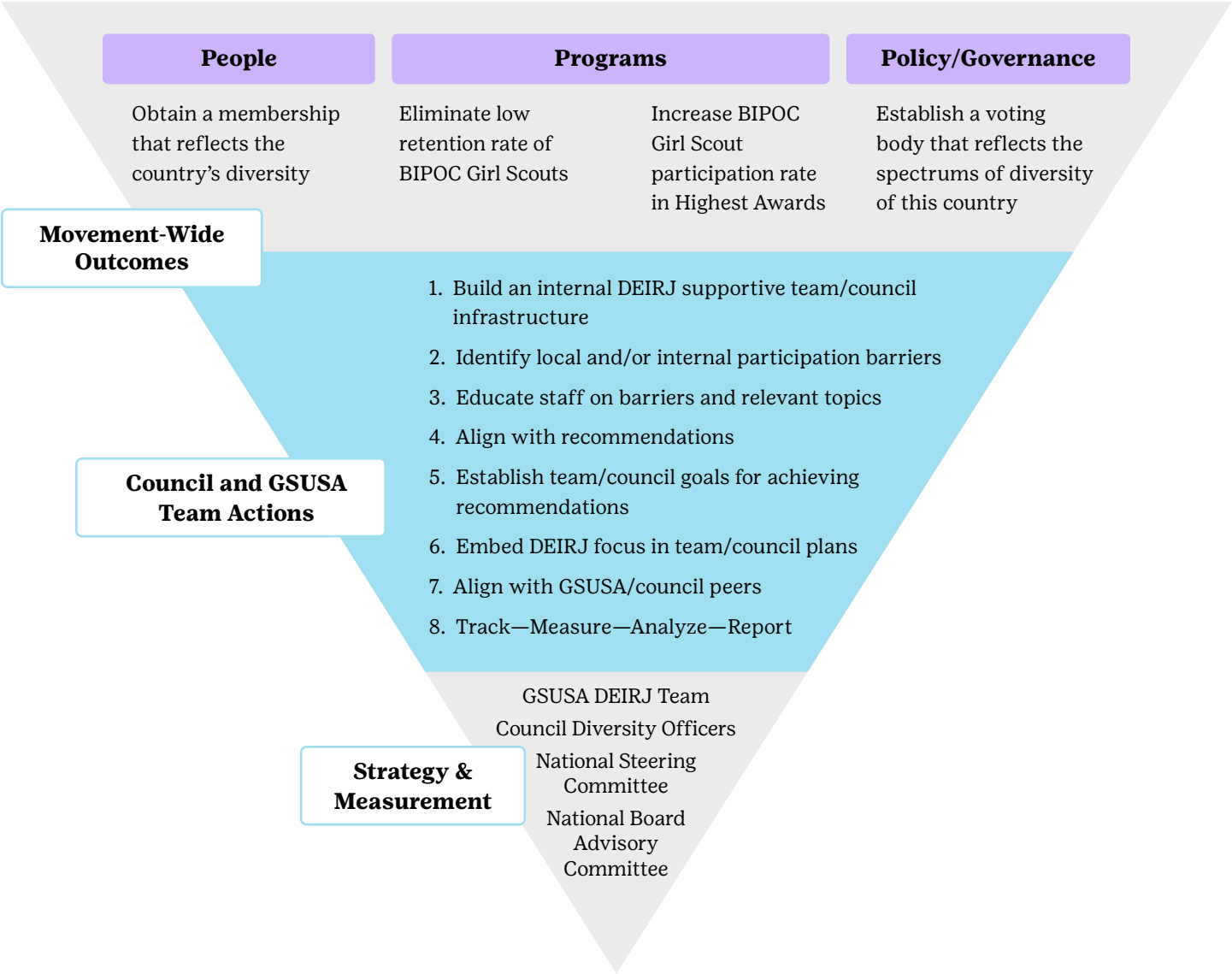
Recommended Movement-Wide Objectives for Council and GSUSA Team Alignment

Where We Are

The needs, interests, and priorities of those who identify as BIPOC are at the periphery of the Girl Scout Movement

Where We Want to Be

A relevant and sustainable Girl Scout Movement that has removed systemic barriers of participation, particularly those that disproportionately affect BIPOC communities, so that every girl, Girl Scout, and their family feels central to the Movement and its mission



Part 2: Impact of Girl Scouting



Programming

This triennium, we developed and launched innovative and relevant programming for girls centered on keeping them engaged in Girl Scouting, getting them outdoors, offering mental health and wellness support, and providing opportunities for them to flex their entrepreneurial muscles and explore their interest in STEM subjects.

Outdoors

In 2023, GSUSA delivered a suite of outdoor experiences and resources to ensure that every Girl Scout has opportunities to benefit from the great outdoors. The Girl Scout Tree Promise continued to be a favorite among Girl Scouts who want to make an environmental difference, with over 100,000 trees planted and nearly one million supporting actions to address climate change, including tens of thousands of Girl Scouts taking the Girl Scouts Love the Outdoors Challenge. By completing a variety of fun outdoor activities, those who have taken this challenge have been able to explore local outdoor spaces in parks, on trails, and on urban trailways.

On September 10 and 11, 2022, approximately 50,000 Girl Scouts, families, and friends attended the fourth annual Girl Scouts Love State Parks event. More than 42 tons of trash were collected in over 400 state parks across the country. [Girl Scouts Love State Parks 2023](#) is scheduled for September 9 and 10.



Camp and National Property Strategy

Camp Inclusion Study

In spring 2021, we launched a resident camp inclusion study, *Reducing Barriers to Inclusion at Overnight Camp*, funded by Margaret A. Cargill Philanthropies. The goal was to assess the current state of DEIRJ and resident camps and help us build a culture of inclusion by better understanding and enabling our Movement to address the barriers to accessibility and inclusion that BIPOC (Black, Indigenous, and people of color), LGBTQ+, low-income, and diversely abled campers may experience at Girl Scout overnight camps.

The results of this research, which will be published in July 2023, supported additional funding to begin work (now underway) through June 2025 to develop materials that five councils representing diverse regions, council sizes, and market shares are now co-designing and pilot testing, including:

- A DEIRJ strategic plan for overnight camp
- Council-facing resources, including a camp director's toolkit, CIT guidelines, and evaluation tools
- Online diversity and equity learning modules specific to overnight camp

Department of Labor Partnership

In 2022, we secured funding from the U.S. Department of Labor to support a three-year pilot initiative, the Camp Counselor Career Catalyst Training Program, to transform the camp counselor experience and help address counselor recruitment. Six pilot councils are currently developing a framework and documentation that will provide a model for Movement-wide resources focused on diversifying camp staff hiring through partnerships with businesses, educational institutions, and workforce development boards that can leverage summer camp employment as a workforce development tool in communities. Additional councils will be invited to test the execution of these resources starting in 2024.

Support for Girl Scout Camp Professionals

In September 2022, we invited camp professionals from across the Movement to our annual virtual gathering to “unpack” trends and learnings from the previous camp season and prepare for a safe and fun camp season in 2023. Special guest Michael Brandwein, an internationally recognized expert on teaching and leading young people, particularly in camp and nonformal education settings, led sessions on intentional design and conflict resolution tailored for Girl Scout councils.

In February 2023, we hosted a Kindred session for camp staff across the Movement at the American Camp Association's national conference in Orlando, Florida. It was the highest attended session, with over 100 participants and 30-plus councils represented for a day of networking, education, and discussions to help camp directors address shared challenges and build on new innovations.



DreamLabs

As part of its National Property Strategy, the National Board reviewed the state of service center properties across the nation and found that many are inefficient, dated, and underutilized and that the locations are undesirable, in low traffic areas, inconvenient to members, and do not serve population growth areas of school-age girls. Many of these properties lack girl-friendly spaces to deliver program, provide an inconsistent and inferior representation of the Girl Scout brand, and do not attract new members or staff or engage the community.

GSUSA hired a third party to conduct testing to better understand if and what non-member girls and their parents find appealing in an Experience Center. Exposure to the Experience Center resulted in a dramatic lift (up to 34 points for parents and up to 37 points for girls) in positive perceptions of key criteria like “modern,” “welcoming,” “cool,” and “a group for me.”

The DreamLabs concept was born with a vision of offering modern and engaging spaces that reflect the contemporary tastes of today’s girls. They provide a consistent and elevated brand experience across the Movement, increase connectivity to members and communities, provide visibility year-round, and are purposely co-located with high-traffic, family-oriented businesses for ease of member access and recruitment. DreamLabs additionally create a showcase for Girl Scouts’ program offerings, increase staff engagement with the mission, improve access to council staff for volunteers and troop leaders, and offer areas for troop meetings, volunteer trainings, and program activities.

In conjunction with strategic work with Girl Scouts of Colorado, the first Girl Scout DreamLab opened on March 12, 2023, in Denver, Colorado. The grand opening was picked up by 424 media outlets, garnering more than 250 million impressions, including national press outlets [Fast Company](#) and [Bloomberg](#). Two additional council locations are under construction with anticipated July openings, and additional councils are pursuing leases.



This new property model is available to all interested councils. The Girl Scout DreamLab can reduce real estate portfolio costs and increase connection between staff and the mission. Councils can seek a new location or convert an existing property to a Girl Scout DreamLab. GSUSA developed three prototype DreamLab sizes that can adapt to fit within varied layouts to meet individual council needs. Sizes range from 1,500 to 5,000 square feet and are meant to be used strategically to cover geography and population density for current and future members.

DreamLab Role in Advancing Council Property Strategy

Membership	Diversity	Volunteer Experience	Community Engagement	Council Property Efficiency
<ul style="list-style-type: none">• Reflects contemporary girls' needs• Platform for new membership• Converts new audience to members and enhances retention	<ul style="list-style-type: none">• Showcases Girl Scouts' programs• Purposely located in diverse communities• Engages new audiences unfamiliar with Girl Scouts	<ul style="list-style-type: none">• Co-located with consumer staples• Enhances volunteer accessibility• Improves access to staff for volunteer support	<ul style="list-style-type: none">• Promoted community visibility• Enhances year-round connectivity• Located for easy member access	<ul style="list-style-type: none">• Includes flexible space for a variety of programs• Offers a uniform, superior brand experience• Boosts staff engagement

The decision to develop a Girl Scout DreamLab is made entirely at the council level and they are not intended to be replacements for camp properties. GSUSA created the concept, prototype plans, and specifications for use by interested councils. Every council must sign a license agreement with GSUSA to build a DreamLab, and all development costs, lease expenses, and operations are 100% funded by the council, which owns the asset.

Life Skills

Mental Wellness

Building on the success of our first Mental Wellness patch—Resilient. Ready. Strong.—launched in 2021, we started a new partnership with funder HCA Healthcare and the National Alliance on Mental Illness (NAMI) to release three more Mental Wellness patches that we are launching during convention in summer 2023. These patches follow the Collaboration Guide we issued in 2022 with NAMI to support Girl Scout councils and local NAMI state-level organizations and local affiliates to encourage local partnerships and support for mental health-related programming, resources, and support. They are designed for Juniors, Cadettes, and Seniors/Ambassadors and were piloted and well-received by three councils in 2022. The final content includes an adult facilitator guide for each level, parent/caregiver resources for each level, a council playbook, and a gsLearn course.

Through our partnership with the National Council for Mental Wellbeing, Girl Scouts continues to train Youth Mental Health First Aid Instructors and increase our capacity to provide trainings to Girl Scout volunteers and council staff. As of May 2023, GSUSA had trained nearly 90 council leaders and volunteers, with rollout of vital youth mental health trainings happening across the Movement.

Global

Commission on the Status of Women 2023

Girl Scouts returned to the United Nations this year for the 67th Commission on the Status of Women. Twenty Girl Scouts from Eastern Oklahoma, Gateway, Gulfcoast, Northern California, and NYPENN Pathways participated in week one of the two-week session focused on gender equality around the world. 2023 marked the first hybrid program, bringing participants back to the United Nations to join in person since 2019. This year's session focused on innovation, technological change, and how digital education can help us achieve gender equality and empowerment of all women and girls.

GSUSA delegates had the opportunity to connect with girls from around the world, attend and speak at sessions, advocate for girls' digital education, rights, and safety, and meet with representatives from UN Member States. Girl Scouts connected with delegates from the World Association of Girl Guides and Girl Scouts (WAGGGS), Girl Scouts of Taiwan, and other Girl Guides and Girl Scouts from around the world. GSUSA also hosted a session called "Girls' Digital Literacy: Closing the Skills Gap and Fulfilling the STEM Leadership Pipeline."

2022 International Day of the Girl

GSUSA continued its participation in the annual International Day of the Girl (IDG) events at the United Nations, which were co-sponsored by GSUSA's coalition partner, the Working Group on Girls, UN Women, and the governments of Canada, Peru, and Turkey. The ninth annual, hybrid event celebrated the tenth anniversary of the IDG and showcased girl activists from around the world engaging in dialogue with policymakers in reviewing the progress and challenges around girls' rights since the first IDG in 2012. Girl Scouts from Heart of New Jersey, Northern California, NYPENN Pathways, and Utah participated in planning, hosting, and speaking at the event. Gold Award Girl Scout Annmaria Anthony spoke to policymakers about her work providing healthcare services to battered women and children in Eastern Africa.



GSUSA Strategic Focus on Reimagining WAGGGS

As a founding member of the World Association of Girl Guides and Girl Scouts (WAGGGS), GSUSA is committed to working constructively with the organization and remains committed to girl-led global programming. We understand how support for WAGGGS, the World Centers, World Foundation, the Olave Baden Powell Society, and other international organizations is often intertwined with council networks of volunteers, donors, and board members, and GSUSA's aim is to help foster a strong international network for Girl Scouts and Girl Guides.

For the past two years and through various channels, GSUSA, along with several other Member Organizations including Girlguiding UK, has questioned WAGGGS's financial sustainability and strategic direction. We fully support the vision and mission of WAGGGS and want to be part of reimagining it for today and for the decades ahead. WAGGGS is at a critical moment in its nearly 100-year history. Much work must be done in the very near term to make it a sustainable and viable entity and we are committed to being a constructive participant in that process. GSUSA engagement includes WAGGGS's upcoming 2023 World Conference, where a GSUSA delegation will actively participate in WAGGGS strategic planning and continue demonstrating cooperation and leadership among our global colleagues.

Travel

In summer 2022, we restored the Destinations program after a two-year COVID-19 hiatus, with slightly more participants than before the pandemic—571 in 2022 versus 556 in 2019.

Nineteen councils are hosting 25 Destinations trips in 2023, six of these being councils that haven't hosted programs in the past ten years, and there is broad participation, with applications sent in by Girl Scouts from 99 different councils. From U.S.-based trips like horseback riding in Colorado, exploring Gettysburg and history in Pennsylvania, and enjoying a "Taste of SoCal" foodie adventure in southern California to international trips to Thailand, Japan, Wales, Our Chalet in Switzerland, and more, the Destinations program is back.

To encourage more troops to travel, we launched a new set of a new set of webpages, including a map of 205 Girl Scout properties that troops or families can book while traveling—making trip planning easier for our members and driving bookings to council properties.

We also launched the [*Council Travel Playbook*](#) on gsConnect, an internal landing site for councils with 15 new tip sheets to help councils manage and increase travel participation.

Maker Badges

GSUSA received funding from Stanley Black & Decker in 2022 to begin development of nine Maker badges for launch in July 2023, including three badges with age-appropriate activities for Daisies, Brownies, and Juniors: Art and Design, Craft and Tinker, and Create and Innovate. The badges replace existing badges for Brownies and Juniors and add in new badges for Daisies. Piloted by close to 100 troops, these new badges allow Girl Scouts to explore any medium from drawing to pottery to woodworking to digital design and 3D printing. This keeps the badges girl-led, offers opportunities for local partnerships, and is also helpful for multi-level troops. This also means that badgework done on subjects like pottery, drawing, or jewelry making can now be earned for any K–5 level.



STEM

In 2022 and 2023, we updated the Animal badge line for Brownies through Cadettes and launched a new badge for Daisies. These updates and additions have allowed us to ensure the badges are DEIRJ-appropriate, include the most updated and relevant information, and include Daisy in the badge line, completing the suite and bringing nature and outdoor STEM to our youngest Girl Scouts. All Animal badges apart from Daisy were funded by the Elliot Wildlife Values Project.

In 2023, we announced winners for the “To the Moon and Back” contest. We also relaunched the materials for rocketry teams and the Climate Challenge to be evergreen and available as year-round experiences for Girl Scouts. SOLV Energy also came on board as a funder for the Climate Challenge.

Entrepreneurship

We launched our 13 newly updated Financial Literacy badges (one for each grade level), replacing the legacy badges created over ten years ago, as well as several resources to activate our entrepreneurship program, including Camp CEO, Girl Scouts Pitch Day, and the *Financial Empowerment Playbook*. We developed Daisy bilingual resources, available in English and Spanish in one badge booklet, for Cookie Goal Setter, Money Explorer, My First Cookie Business, My Money Choices, and Toy Business Designer. In addition, the Spanish version of the Daisy Cookie Family Entrepreneur Pin is available. These bilingual resources were made possible by FINRA Investor Foundation.

Older Girl

To address middle school retention and introduce Girl Scout Juniors to the excitement and opportunities available to Girl Scouts in middle and high school, we launched the *Welcome to Cadettes* council playbook in February 2023 after piloting the event concept with Girl Scouts of Colorado, Girl Scouts of Northern California, and Girl Scouts of Nassau County with philanthropic support provided by the New York Life Foundation. In spring 2023, the pilot councils and two additional councils, Girl Scouts of West Central Florida and Girl Scouts of Western Washington, activated the toolkit with events in their communities. By giving Juniors, their families, and their troop leaders a chance to preview the kinds of opportunities and adventures they can have with Girl Scouts, we hope to invite and welcome them into this new stage of their Girl Scout experience.

Girl Scout Advisory Board

The Girl Scout Advisory Board to GSUSA continues to represent the voice of Girl Scouts from across our organization at the national office. This past year, members of the board provided significant insight to the Program Office on plans for Phenom, as well as membership campaigns, Highest Awards, the Girl Scout Tree Promise, and Birthplace initiatives, and gave suggestions to council staff engaged in starting advisory boards at the council level. Collectively, the Girl Scout Advisory Board contributed more than 400 hours of service to GSUSA this year.



Girl Scout Cookie Program

In the 2023 cookie season, we continued our COVID-19 recovery path with a second consecutive season of package growth (with the 2021 cookie season being our COVID-19 low point). We currently forecast we will end the 2023 season up 8% to 10% over 2022, approximately 8% to 10% below pre-COVID-19 volumes.

Although this cookie season's growth is exciting, we would be remiss if we did not acknowledge the significant inventory challenges many of our councils faced. Due to baker supply issues, many councils and our girls and volunteers were significantly impacted throughout the season, facing, for example, limits to the total quantity of cookies they could receive, delayed starts of direct ship cookies, unavailability of most direct ship varieties, and limited opportunity for reorders.

Despite these challenges, we currently forecast that approximately 80% of councils will increase their packages sales over 2022, which will positively contribute to girls and councils achieving their goals.

Additionally, we made four key strategic advancements in the 2023 cookie season:

- We harmonized the Trefoils® name across both cookie bakers (ABC Bakers formerly named their Trefoils product “Shortbread”) to create national alignment across councils, reduce consumer confusion, and amplify our brand. This advanced our long-term cookie harmonization strategy, which we have made steady progress on over the past several years.
- We refreshed all our cookie packaging to align it with our current brand guidelines and ensure that our largest girl program and iconic cookie packages are effective brand marketing vehicles.
- We launched Raspberry Rally®, our inaugural shipped-only cookie, to expand our cookie portfolio and grow our eCommerce business. Unfortunately, Raspberry Rally cookies were not immune to baker supply challenges, and demand far exceeded supply this season. While we recognize the positive consumer response to this new cookie (which generated over 4.4 billion media impressions at launch—the highest on record), we will be pausing this cookie for the upcoming 2024 cookie season to ensure that we can resolve supply issues before we advance additional direct ship initiatives.



Digital Cookie

A key element to the cookie program is providing our girls with skills and resources to run a multi-channel business using customizable campaigns and an engaging and delightful digital storefront. The Digital Cookie® platform has evolved over the last few years in terms of improved stability for customers, girls, and caregivers throughout the cookie season.

We are excited to be able to offer a single Digital storefront starting with the upcoming 2024 cookie season. As part of our investment, the Digital Cookie platform will be available across both bakers and move from a physical, on-premises environment into a more modern technical structure—cloud-enabled and scalable for the future.





Because
of you
she's got this.

Volunteers

Volunteers are the lifeblood of Girl Scouts, bringing the Girl Scout experience to life in their communities and ensuring that girls are instilled with the courage, confidence, and character to meet any challenge. Whether as troop leaders, service unit leaders, or episodic volunteers, they serve as inspirational role models and mentors—championing, challenging, encouraging, and inspiring Girl Scouts to set and achieve new goals, form lasting bonds of friendship, and become visionary leaders who achieve incredible things.

Volunteers also lead very busy lives! That's why one of our areas of focus is ensuring that the benefits of volunteering with Girl Scouts are not just centered on giving—of their time and talent—but also about gaining a sense of purpose, fulfillment, social connectedness, and community. Volunteer training and support continues to be a strong need across our Movement, and over the last three years we have launched a wide variety of training courses designed to provide a strong foundation in Girl Scouting for new troop leaders. This year, courses released covered family engagement and leading your first troop meeting, and by the close of 2023, we will release additional courses outlining the Girl Scout Leadership Experience, reviewing the cookie experience, and providing an overview of troop leader resources.



Troop Year Plans

We released new Troop Year Plans for all years and program levels in April 2023. These customizable plans are designed to simplify the experience of troop leaders and assist them in planning a well-rounded and exciting Girl Scout year, and they are available as PDFs on both the national and council websites. The program recommended in the plan is consistent with that offered in year plans on the Volunteer Toolkit, providing a consistent planning experience for troop leaders no matter where they are accessing programming for their troop.

gsLearn

In 2022, less than half of new troop leaders agreed that they received adequate onboarding support from Girl Scouts and 61% of troop leaders identified training as a pain point. To address these results, GSUSA has created a new leader onboarding series. By the close of 2023, the following modular trainings will be available:

- What Girl Scouts Do (Daisy–Ambassador)
- Your First Troop Meeting
- Family Engagement
- Troop Leader Expectations
- Girl Scout Leadership Experience
- Cookie Program Overview

The goal of these trainings is to create a modular experience that gives new troop leaders shorter trainings spread throughout their onboarding period covering topics that are most relevant to them. The trainings will live on the gsLearn platform, and councils will also receive presentations and facilitator notes for local, in-person training.

Daisy Badge Kits

In January 2023, GSUSA launched Daisy Badge Kits, a national test product featuring boxes for three best-selling Daisy badges: Outdoor Art Maker, Space Science Explorer, and Good Neighbor.

Created based on council requests and feedback, the Badge Kits were designed to be purchased by troop leaders via the Girl Scout Shop or in council retail stores. Each kit included supplies for four Girl Scouts, as well as the badge booklet and an instructional guide.

Looking ahead, we are excited to be gearing up for the launch of the Daisy Drop Box pilot program in 2024.



National Volunteer Partners

National Volunteer Partners (NVPs) collaborate with GSUSA and councils to provide strategic guidance, operational expertise, and program development to advance the Girl Scout Movement. There are currently 72 dedicated volunteers serving who have answered 41 requests for support around strategy, governance, property issues, and the Gold Award. Additionally, 40 NVPs will be traveling to Orlando to support the NCS to include parliamentary, registration, and program areas.

Volunteer Systems 2.0

Since the launch of Volunteer Systems 2.0 (VS2.0) in December of 2020, the platform continues to be the central hub for managing our members. Progress has been made on open issues, including improved overall stability of the platform during peak season, and there is still more work to do. A systems upgrade was successfully completed in 2023 that better positions us to tackle critical open items for our council staff and members at large.

The future for VS2.0 depends on stakeholder needs, including supporting new delivery models. The current structure and customized solution are built to accommodate Girl Scouts' unique delivery and volunteer roles, which makes this a unique product. Engagement with our council partners and assessment of business needs and opportunities will confirm the path forward and determine future investments.

Volunteer-Friendly Badges

The nine new Maker badges for Daisies, Brownies and Juniors and the updated Junior and Cadette Animal badges (both mentioned above) are each featured in the Volunteer Toolkit and available for purchase on [girlscouts.org](https://www.girlscouts.org) as a digital download or a printed badge booklet. Each printed and digital badge booklet features a Girl Scout-friendly booklet and a volunteer guide that mirrors the content in the Volunteer Toolkit. These new badges are multi-level troop friendly for those who serve multiple Girl Scout levels in one troop.



Our Gold Award and Other Highest Awards: Silver and Bronze

Each year of this triennium, approximately 3,500 Girl Scouts earned the most preeminent youth leadership award: Our Girl Scout Gold Award. On each project, Gold Award Girl Scouts dedicated an average of 97 hours to tackling important community issues in areas like physical and mental health, environmental sustainability, education, children's issues, and arts, culture, and heritage. A majority of these Gold Award Girl Scouts raised money to fund their projects, generating income through monetary donations, cookie program proceeds, and in-kind donations. In earning their Gold Award, they showed the qualities of true and visionary leaders, developing essential skills for success related to project management, organization, collaboration, time management, and research.

Nearly 50,000 Girl Scout Juniors and Cadettes earned their Bronze or Silver Award each year of this triennium, taking that next important step on their Highest Awards journey. To earn their awards, these Girl Scouts completed service-learning projects that reflect an understanding of issues in their communities: Juniors teamed up with their troop to make a difference in their towns, and Cadettes collaborated with a small group of peers to identify an issue they care about and create lasting community impact. Projects focused on everything from environmental stewardship, mental wellness, and education to Holocaust awareness and STEM program access for underserved communities.

Over the past three years, we have strived to increase the Highest Awards' value proposition with external audiences and ensure it meets Girl Scouts' needs in these three ways:

- *Elevating* the status of the Gold Award among colleges/universities, media, influencers, and corporations by showing that Gold Award Girl Scouts are proven leaders with a track record of success.
- *Investing* in our annual Gold Award class to ensure they receive recognition and support that allows them to unlock the Gold Award's benefits and understand the opportunities available to them.
- *Simplifying* participation by clearly defining award progression so more Girl Scouts are encouraged to pursue their Gold Award and the other Highest Awards and become the innovative leaders our society wants and needs.



— PROUD —
GOLD AWARD
GIRL SCOUT



— PROUD —
SILVER AWARD
GIRL SCOUT



— PROUD —
BRONZE AWARD
GIRL SCOUT



As part of this work, we released tools that standardized the Movement-wide approach to the Gold Award, introducing a national [Your Guide to Going Gold](#) resource and a council Gold Award proposal rubric to complement our [GoGold web app](#). Movement enthusiasm and adoption of these tools has been robust: As of Oct 1, 2022, we know at least 83% of the Gold Award class used the GoGold web app to manage their application process, and at least 105 councils (95%) have adopted the complementary tools. We have also released an updated and evergreen Highest Award Recognition toolkit for councils, as well as resources to on-ramp Girl Scouts with special needs to the Gold Award. In 2023, we released our Movement-wide approach to the Silver Award, including updated guides and forms to standardize the experience for Girl Scouts, volunteers, and councils. We've asked all councils to adopt these tools by October 1, 2023.

In the spirit of elevating the Gold Award, we pivoted to recognizing our entire annual class of Gold Award Girl Scouts through our virtual, Movement-wide “Girl Scouts Change the World” event in 2021, reaching over 10,000 Girl Scouts across our Movement. In 2022, we shifted away from an event, releasing a [new Gold Award class webpage](#) listing each member of our Gold Award class and partnering with celebrity influencer Chandler Kinney to post a celebratory, social shout-out to the year's change-makers, garnering 40,000 views across GSUSA's and Chandler's platforms. In 2023, we look forward to building on the positive response with a new surprise celebrity shout-out, so stay tuned!

In 2021, we launched the GSUSA Gold Award Scholarship, awarding 105 \$2,000 scholarships in 2021 and expanding the number of recipients to 111 in 2022. This year, GSUSA will be awarding \$1.1 million to 110 eligible Gold Award Girl Scouts: one Gold Award Scholarship each for recipients at 109 Girl Scout councils and one for a recipient at USA Girl Scouts Overseas. Each recipient will receive a \$10,000 scholarship! We contracted with a scholarship management company to support our program's growth and launched a national promotional campaign in March to raise awareness and generate interest in applying for this prestigious benefit, seeing a 60% increase in complete applications compared to 2022. In July, we will announce and recognize our scholarship recipients, alongside our 2023 Gold Award class, on our owned channels in parallel with the celebration planned at Phenom.



Part 3: Financial Report



Economic Realities

From an economic perspective, this triennium has been full of uncertainty and continues to pose numerous challenges. Although we have experienced recovery from the lows of the COVID-19 pandemic—including growth in membership last year and this year—the recovery has been slow and uneven, with the market environment proving volatile, bringing high inflation, continuing supply chain issues, and a challenging labor market. Significant gains in investments in 2021 were almost completely offset by losses in 2022 and are slowly rebuilding in 2023.

Despite these challenging circumstances, we have continued to maintain and advance our investments in girls. GSUSA has leveraged our strong balance sheet and utilized financing to fund negative cash-flow as revenues recover.

To ensure the long-term sustainability of Girl Scouts, the National Board has prudently deployed funds and managed risks to offset the loss in membership revenues and strategically invest in membership retention and recruiting.

Financial Reporting Periods

The previous Stewardship Report included the financials for FY 2021 with a comparison to FY 2020. This report includes financials for FY 2022 with a comparison to FY 2021. The commentary references the historical FY 2022 as well as the current environment of FY 2023.



Financial Results—Balance Sheet

As of September 30, 2022, GSUSA had total assets of \$240.4 million and total liabilities of \$58.9 million, resulting in net assets of \$181.5 million, or (17) % percent lower than the \$218.8 million in net assets at September 30, 2021. The decrease is attributable primarily to market losses in investments partially offset by the repayment of debt.

Financial Position for the Year Ended September 30, (in \$M)

	2022	2021
ASSETS		
Cash, inventories, and other	31.9	37.7
Investments	166.2	209.0
Fixed assets	42.3	47.7
Total assets	240.4	294.4
LIABILITIES		
Accounts payable, deferred revenue and other	53.7	71.1
Pension liability	5.2	4.5
Total liabilities	58.9	75.6
Net Assets	181.5	218.8
TOTAL LIABILITIES AND NET ASSETS	240.4	294.4



Financial Results: Income Statement

For FY 2022, revenues were \$116.0 million or approximately \$13 million higher than FY 2021. Girl Scout Merchandise (GSM) saw strong year-on-year revenue growth, primarily due to the reopening of council stores coming out of the pandemic. Meeting revenue at Edith Macy Center (which is now fully reopened) was also a significant driver behind the year-on-year revenue growth. Operating expenses of \$116.4 million grew a modest 4% as we continue to prudently deploy resources amidst market conditions that include persistent inflation and a sustained increase in interest rates. The significant swing in non-operating expenses is primarily due to investment losses in 2022 versus investment gains in 2021, as noted above.

Statement of Activities for the Year September 30, (in \$M)

	2022	2021
OPERATING REVENUE		
Membership dues	37.0	35.0
GSM gross profit and royalties	29.2	23.5
Contributed income	28.6	28.2
Training & meeting revenue	5.7	1.7
Investment income allocation	7.3	6.9
Software maintenance	5.6	6.1
Other	2.6	1.8
	116.0	103.2
OPERATING EXPENSES		
Program Services		
Comprehensive council support	41.7	39.2
Girl program development & adult learning opportunities	40.8	44.5
Brand marketing & external engagement	20.3	15.6
Total program services	102.8	99.3
Supporting Services		
Fundraising	4.4	3.6
Management & general	9.2	8.8
Total supporting services	13.6	12.4
Total Operating expenses	116.4	111.7
Deficiency of revenue over operating expense	(0.4)	(8.5)
Non-operating gains (losses)	(36.9)	48.2
CHANGE IN NET ASSETS	(37.3)	39.7



Philanthropy

A Reflection on Fiscal Year 2023

In 2023, GSUSA focused on increasing engagement and support for the Girl Scout Movement through stewardship of institutional and individual partnerships, and we have generated a donor pool that is committed to increasing Girl Scouts' reach and impact. Through our work together, we have provided innovative opportunities for girls, troop leaders, and volunteers to have fun, cultivate lasting friendships, and experience memorable learning moments as they move through their Girl Scout journeys.

This year, the Development team has seen great success in working toward an \$18 million fundraising goal. Important highlights include:

- A \$1 million anonymous gift in support of Girl Scouts' Mental Wellness Initiative. This gift has enabled us to equip volunteers, parents, and Girl Scouts with the tools they need to thrive. This is the second gift made by this donor in support of our Movement.
- Planet Oat, a National Cookie Sponsor, kicked off the 2023 cookie season with the highest launch impression total on record, garnering over 4.4 billion impressions.
- DHL emerged from effective collaboration with council partners to grow an initial local relationship into a national seven-figure partnership.
- The Lilly Endowment, a first-of-its-kind partnership between GSUSA and six Indiana councils, is a \$15 million grant that is poised to change the lives of Indiana Girl Scouts.

In July 2023, Girl Scouts from across our Movement will convene in Lake Buena Vista, Florida, for our triennial National Council Session and convention. The public-facing portion of this event, Phenom By Girl Scouts, will celebrate the power, strength, and creativity of all girls as we gather thousands of Girl Scouts, volunteers, council staff, and fundraising partners from around the country. We have secured almost \$3 million in sponsorships, the largest convention funding support in Girl Scouts' history.

Planned Gifts have also generated revenue (in excess of \$1.1 million alone in 2022), for the Girl Scout Movement through generous bequests, Charitable Gift Annuities, and Trusts from alums, parents, volunteers, board members, and staff. Donors' legacies ensure Girl Scouts will continue to deliver on our mission for generations to come.

We deeply appreciate all individual, corporate, and foundation partners' investments in girls and continued support that enable every girl to thrive and make a difference in the world.



Fiscal Year 2022 Fundraising

In 2022, GSUSA raised more than \$10 million in philanthropic funding and received a generous gift of \$15 million from an anonymous donor. These contributions powered entrepreneurship and financial literacy programming, including a relaunch of the Cookie Business badges, outdoor programming addressing barriers to inclusion in camp, mental wellness support ranging from workshops to mental health First Aid trainings, STEM programming ranging from K-12 Cybersecurity badge experiences to space science experiences, and Gold Award Scholarship funding to encourage Girl Scouts to pursue and achieve Girl Scouts' highest award.

GSUSA thanks all the generous individual, corporate, public, private, and government donations and acknowledges all the meaningful Juliette Gordon Low Planned Gifts we received since the last Stewardship Report of gifts totaling more than \$10 million, including*:

Anonymous Donor	James Annenberg La Vea Charitable Foundation
Anonymous Donor	JOANN Fabric and Craft Stores
Arconic Foundation	John S. Pedgonay Trust
Arnold W. and Alice R. Carlson Charitable Fund	Johnson & Johnson
AT&T Corporation	Kappa Delta Foundation
The Coca-Cola Foundation	Margaret A. Cargill Philanthropies
Eating Recovery Center at Pathlight Mood and Anxiety	New York Life Foundation
Estate of Donald E. Rassaert	Stacy's Pita Chips
Estate of Karen Jungbluth	Stanley Black & Decker
Fiserv	THOR Industries
Fowler Family Fund II	Toyota Corporation
General Motors	United Airlines
HCA Healthcare Foundation	VF Foundation
Herford N. Elliott Trust	World Foundation for Girl Guides and Girl Scouts, Inc.
Insight Global	

**Corporate, Individual, Foundation, and Estate gifts at \$50,000 and above*



Support Provided by GSUSA to Girl Scout Councils

GSUSA continues to provide direct financial support to councils to support their work with girls and volunteers. Grants to councils of \$9.4 million in FY 2022 were essentially equal to those in FY 2021 of \$9.3 million.

These include:

- Providing \$5.0 million in pension relief from the Movement Growth Fund, the board-established fund established for this purpose, in both FY 2022 and FY 2021. GSUSA recognizes the burden the pension contributions have on councils' operating budgets and seeks to offset a portion of this.
- Programmatic support from corporate funders of \$2.1 million.
- Launching new and maintaining existing relationships with Group Purchasing Organizations and Discount Programs that offer savings on a variety of products and services to councils, including Amazon Business Prime, National Human Services Assembly, FedEx Print Partnership, and Sourcewell. This year, we launched a council-facing gsConnect site with details related to each of these programs and leveraged the Council Partnerships and Finance teams to help communicate the resources to councils.
- GSUSA's Cookie Team negotiated partnerships with three national retailers—Walmart, GNC, and JOANN retailers hosted over 91,000 booths with over 15,800 troops participating.



National Girl Scout Council Retirement Plan (“NGSCRП”)

There are currently 98 councils that are employers in the multiple-employer CSEC pension plan (the Plan). GSUSA works with the Pension Advisory Committee, which includes representatives from councils, the Finance Committee, and the National Board to improve the funded status of the Plan. GSUSA realizes the burden that the pension contributions place on councils and is continuing to commit resources to seeking ways of improving the funding of the Plan.

The Plan has been frozen since July 31, 2010. As the fiduciary and sponsor of the Plan, GSUSA is obligated to ensure that all participants receive their earned benefits. All beneficiary payments are being made as required.

On March 31, 2023, the most recent date for which information is available, Plan assets equaled \$413 million, and the Plan was 81% funded. This is a significant improvement, as the Plan was only 70% funded at the end of 2020 and 58% funded at the end of 2016. Due to market conditions, investment returns were 2.4% over the three-year period ended March 31, 2023, and higher than the long-term policy benchmark of 1.6%. Higher interest rates (4.97% at March 31, 2023—almost 3.0 points higher than the end of 2020) positively impacted the liabilities, which are more than \$200 million lower since December 31, 2020. The Plan is projected to be fully funded on a mark to market towards the end of 2028. Of course, changes in market conditions could impact this.

Councils were contributing approximately \$32 million on an annual basis to the Plan prior to calendar year 2023. Those contributions have now been reduced to \$26 million.



Conclusion: Looking Ahead to 2024 and Beyond

As a Movement, we have weathered many storms together over the past few years. We are strong and determined. We will expand our reach into more communities and deliver a powerful, relevant, and impactful Girl Scout experience. Our north star remains ensuring that we provide a welcoming place where Girl Scouts know they can thrive.

Our country and the world need Girl Scouts more than ever—Girl Scouts of all backgrounds, in all communities, need to have the opportunity to engage in all we have to offer.

We are looking forward to the work we will do together in 2024 to continue fulfilling our mission for the Girl Scouts we serve now—and those we have not yet reached. We will build upon the foundational work we have accomplished in 2023 and collectively build a strong future for Girl Scouts. At our 56th National Council Session in Lake Buena Vista, Florida, we will engage in the important work of Girl Scout governance, including focused, strategic discussions, debates, and decision making that will set the stage for the work we will undertake over the next three years as we chart our path forward.

We will remain guided by our Girl Scout values. We will be bold. And most importantly, we will embody the courage, confidence, and character our Girl Scouts show every day as they navigate a tumultuous world and seize opportunities to make it a better place.

Thank you for your passion for Girl Scouts and for your commitment. Together we are ensuring that the Girl Scouts who are changing the world today are positioned to have an even greater impact on the country and the world—tomorrow and beyond!



National Board of Directors

The Girl Scouts of the USA Board of Directors comprises 30 individuals, including from Latino, African American, Asian American, and Native American communities, with expertise in fields ranging from financial services to nonprofit management to strategic consulting

Additionally, there are three non-board members of the National Board Development Committee who work in partnership with the National Board throughout the triennium.

National Board Officers 2020–2023*

Karen P. Layng, President

Riverside, Illinois

Jeanne Kwong Bickford, First Vice President

Darien, Connecticut

Noorain Khan, Second Vice President

New York, New York

Valarie Gelb, Treasurer

Middletown, Rhode Island

Ráchel Roché Walton, Secretary

Jackson, Mississippi

**As of April 1, 2023. The triennium began October 26, 2020, and will end in July 2023 with the completion of our 56th National Council Session.*



National Board Members-at-Large 2020–2023*

Mary Ann Altergott

St. Louis, Missouri

Beth Bovis

Madison, Wisconsin

Lorraine Hack

New York, New York

Vivette Henry

Muttontown, New York

Vidya Krishnan

Richardson, Texas

Rose Littlejohn

New York, New York

Sue Major

Rancho Santa Fe, California

Lydia Mallett

Philadelphia, Pennsylvania

Rumi Morales

Oak Park, Illinois

Ileana Musa

Miami, Florida

Debbie Nielson

Ogden, Utah

Marcus Peacock

Washington, District of Columbia

Ed C. Rastrelli

Jacksonville, Florida

Erika Rottenberg

Palo Alto, California

Trooper Sanders

Philadelphia, Pennsylvania

Earl Simpkins Jr.

Dallas, Texas

Zeta Smith

Elkridge, Maryland

Leslee A. Temple

Black Mountain, North Carolina

Cynthia Teniente-Matson

San Antonio, Texas

Diane Tipton

Bethesda, Maryland

Maryann Waryjas

Burr Ridge, Illinois

National Board Development Committee, Non-Board Members 2020–2023*

Felecia Gilmore-Long

Lutz, Florida

Robyn Ratcliffe Manzini

Las Vegas, Nevada

Wendy K. Venoit

Walpole, Massachusetts

**As of April 1, 2023. The triennium began October 26, 2020, and will end in July 2023 with the completion of our 56th National Council Session.*





girlscouts 

ADDENDUM 4

Delegate Workbook



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	Ed C. Rastrelli
Lorraine Hack	Erika Rottenberg
Vievette 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) 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



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.



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

Member-at-Large Nominees

Andrea Albright
Bentonville, Arkansas

Beth Bovis
Madison, Wisconsin

Lupe Camargo
Tempe, Arizona

Adrienne Cozart
Lubbock, Texas

Felecia Gilmore-Long
Lutz, Florida

Lorraine Hack
New York, New York

Alfia Ilicheva
Weston, Connecticut

Vidya Krishnan
Richardson, Texas

Sue Major
Rancho Santa Fe, California

Lydia Mallet
Philadelphia, Pennsylvania

Robyn Ratcliffe Manzini
Las Vegas, Nevada

Telva McGruder
Rochester Hills, Michigan

Rumi Morales
Oak Park, Illinois

Ileana Musa
Miami, Florida

Romie Mushtaq, MD
Orlando, Florida

Abrar Omeish
Fairfax, Virginia

Marcus Peacock
Washington, District of Columbia

Jake Perlman
Denver, Colorado

Erika Rottenberg
Portola Valley, California

Scott Saunders
Sarasota, Florida

April Schnieder
Los Angeles, California

Leslee Temple
Black Mountain, North Carolina

Maryann Waryjas
Chicago, Illinois

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

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 reimagined 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 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 Camargo
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



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 (Cadiente) 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.

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

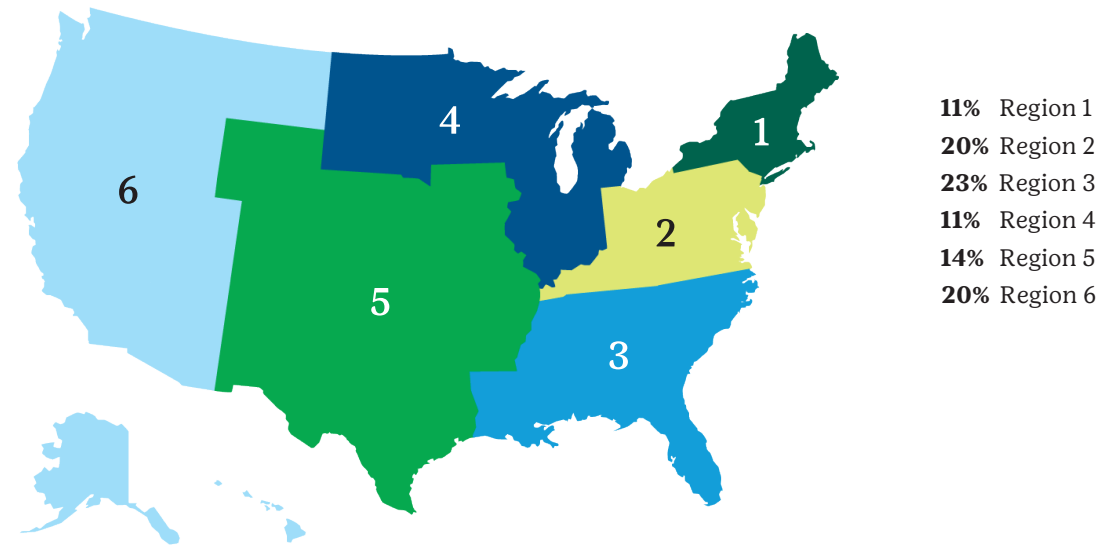
Beth Bovis

Felecia Gilmore-Long

GSUSA Board and NBDC Slate Statistics

2023–2026 Triennium

Number of Board and NBDC Slate from Each Region



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.

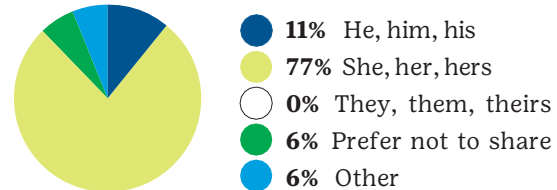
57%

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

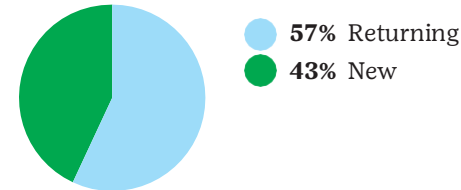
54%

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

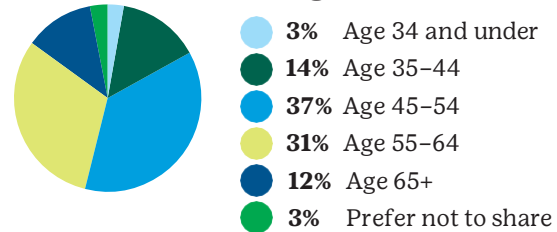
Gender



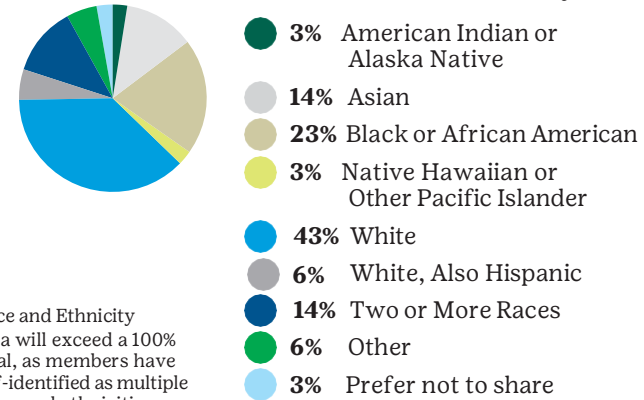
Board Tenure



Age

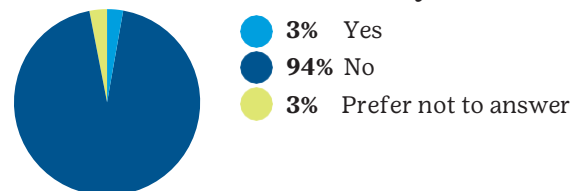


Race and Ethnicity*



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

Disability

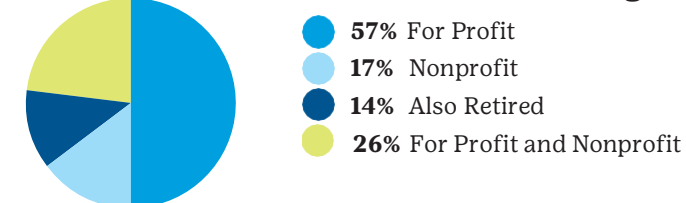


Military Service

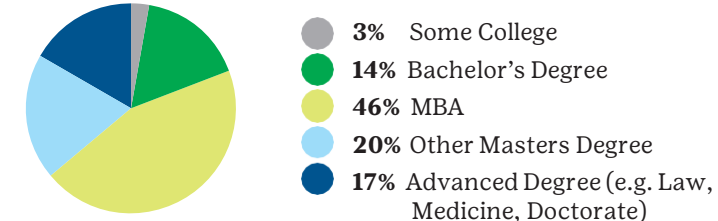


Professional Expertise and Experience of Candidates

Professional Background



Education



Top Three Skills/Expertise*

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

*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.

¹ 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
<div>Section 1</div> <div>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</div>	<div>Section 1</div> <div>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</div>	<div>Section 1</div> <div>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</div>
<div>Section 3</div> <div>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.</div>	<div>Section 3</div> <div>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.</div>	<div>Section 3</div> <div>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.</div>



Current Wording	Proposed Amendment	If Adopted, Will Read
<p>Section 4</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>Section 4</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>Section 4</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>THE GIRL SCOUT PROMISE:</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>THE GIRL SCOUT LAW:</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>THE GIRL SCOUT PROMISE:</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>THE GIRL SCOUT LAW:</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 <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>THE GIRL SCOUT PROMISE:</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>THE GIRL SCOUT LAW:</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.

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

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>COMPOSITION</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>COMPOSITION</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> 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>COMPOSITION</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. 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 NDBC 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
DIVERSITY AND PLURALISM Girl Scouts advance diversity and pluralism in our Movement and in the communities in which we live.	DIVERSITY, PLURALISM <u>AND ANTI-RACISM</u> Girl Scouts advance diversity, pluralism, <u>and anti-racism</u> in our Movement and in the communities in which we live.	DIVERSITY, PLURALISM AND ANTI-RACISM Girl Scouts advance diversity, pluralism, and anti-racism in our Movement and in the communities in which we live.

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,² 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.³

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 1956.⁴

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.

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

³ GSUSA Anti-Racism Pledge

⁴ *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 shows⁵ 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.

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

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>FORMULA FOR DELEGATES</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> <p>a. two (2) delegates;</p> <p>b. one (1) additional delegate for up to 3,500 girls;</p> <p>c. one (1) additional delegate for every 3,500 girls thereafter.</p> <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>FORMULA FOR DELEGATES</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> <p>a. two (2) delegates;</p> <p>b. one (1) additional delegate for up to 3,500 1,000 girls;</p> <p>c. one (1) additional delegate for every 3,500 1,000 girls thereafter.</p> <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 1,000 girls may be adjusted when necessary to keep the total membership of the National Council no as close to but not larger than 1,500.</p>	<p>FORMULA FOR DELEGATES</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> <p>a. two (2) delegates;</p> <p>b. one (1) additional delegate for up to 1,000 girls;</p> <p>c. one (1) additional delegate for every 1,000 girls thereafter.</p> <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.

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
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: a. two (2) delegates; b. one (1) additional delegate for up to 3,500 girls; c. one (1) additional delegate for every 3,500 girls thereafter.	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 of the year preceding the regular session of the National Council: a. two (2) delegates; b. one (1) additional delegate for up to 3,500 girls; c. one (1) additional delegate for every 3,500 girls thereafter.	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: a. two (2) delegates; b. one (1) additional delegate for up to 3,500 girls; c. one (1) additional delegate for every 3,500 girls thereafter.

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 2020proposal 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

- 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.
- 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.
- It is the responsibility of the council to determine the eligibility of each of its delegates.
- 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)
- 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.
- 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.

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			
TOTAL ELIGIBLE VOTING MEMBERS			

Motions

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

Proposal Number	Meeting Number	Date
Proposal Title or Other Action Item	Name (print)	
	Signature	
<div><div>• Check box in front of proposed action.</div><div>• Write out motion in space provided. An asterisk (*) indicates there is no need to write out the motion.</div><div>• Give form to microphone attendant at the green, red, or yellow microphone to be used for your action.</div></div>		Full Council Name or Position as Member of National Council

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.

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

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:

[illegible]

Appendix 2

Floor Speaker Identification Form

Yellow Microphone–Only Motions

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

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

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:

[illegible]

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 

ADDENDUM 5

Certified Voting Results Summary

Do you plan on going to Disney World during your visit?

Yes: 534

No: 332

Votes Cast: 866

Is this your first time at a National Council Session?

Yes: 460

No: 401

Votes Cast: 861



What are your favorite cookie flavors?

Choose up to 5.

Name	Votes
Thin Mints	351
Carmel Delights/Samoas	277
Peanut Butter Patties/Tagalongs	208
Lemonades/Lemon-Ups	160
Peanut Butter Sandwich/Do-si-dos	110
Trefoils	98
Adventurefuls	98
Girl Scout S'mores	84
Toffee-tastic	40
Toast Yay	35
Carmel Chocolate Chip	31

Adoption of Credentials Report #1

Required majority reached

Required Majority: 429

Yes: 785

No: 72

Votes Cast: 857

Adoption of Credentials Report #2

Required majority reached

Required Majority: 436

Yes: 858

No: 12

Votes Cast: 870

Adoption of Standing Rules

Required majority reached

Required Majority: 583

Yes: 860

No: 14

Votes Cast: 874

Adoption of Program

Required majority reached

Required Majority: 434

Yes: 851

No: 15

Votes Cast: 866

Proposal: Gold Award Fund

Required majority reached

Required Majority: 439

Yes: 863

No: 14

Votes Cast: 877



Proposal: Motion to close debate on Delegate Allocation

Required majority reached

Required Majority: 583

Yes: 760

No: 114

Votes Cast: 874

Proposal: Delegate Allocation

Required majority reached

Required Majority: 589

Yes: 607

No: 276

Votes Cast: 883

Hit the number that corresponds to your council's geographic region.

1	1	157
2	2	150
3	3	135
4	4	125
5	5	160
6	6	149



Proposal: Council Representation - Close Debate

Required majority reached

Required Majority: 530

Yes: 753

No: 41

Votes Cast: 794

Proposal: Council Representation

Required majority not reached

Required Majority: 569

Yes: 120

No: 733

Votes Cast: 853

Adoption of Credentials Report

Required majority reached

Required Majority: 433

Yes: 859

No: 6

Votes Cast: 865

Proposal: Delegate Formula - Close Debate - Motion to Amend

Required majority reached

Required Majority: 578

Yes: 810

No: 56

Votes Cast: 866

Proposal: Motion to Amend Delegate Formula

Required majority not reached

Required Majority: 431

Yes: 325

No: 535

Votes Cast: 860

Proposal: Delegate Formula - Close Debate

Required majority reached

Required Majority: 568

Yes: 764

No: 87

Votes Cast: 851

Proposal: Delegate Formula

Required majority not reached

Required Majority: 586

Yes: 228

No: 650

Votes Cast: 878

Proposal: Virtual Meetings - Motion to Amend - Close Debate

Required majority reached

Required Majority: 564

Yes: 795

No: 50

Votes Cast: 845

Proposal: Motion to Amend Virtual Meetings - Satterly

Required majority reached

Required Majority: 433

Yes: 499

No: 366

Votes Cast: 865

Proposal: Virtual Meetings - Motion to Amend the Amendment - Close Debate

Required majority reached

Required Majority: 544

Yes: 792

No: 23

Votes Cast: 815

Proposal: Virtual Meetings - Motion to Amend the Amendment

Required majority not reached

Required Majority: 428

Yes: 355

No: 500

Votes Cast: 855

Proposal: Virtual Meetings As Amended - Close Debate

Required majority reached

Required Majority: 568

Yes: 800

No: 52

Votes Cast: 852

Proposal: Virtual Meetings As Amended

Required majority not reached

Required Majority: 574

Yes: 329

No: 531

Votes Cast: 860

Proposal: Virtual Meetings - Division of Virtual Meeting Proposal

Required majority reached

Required Majority: 398

Yes: 584

No: 211

Votes Cast: 795

Proposal: Virtual Meetings - Section 1 & 3

Required majority reached

Required Majority: 566

Yes: 830

No: 19

Votes Cast: 849

Proposal: Virtual Meetings - Section 4 - Close Debate

Required majority reached

Required Majority: 575

Yes: 827

No: 35

Votes Cast: 862

Proposal: Virtual Meetings - Refer To Committee

Required majority not reached

Required Majority: 423

Yes: 328

No: 517

Votes Cast: 845

Adoption of Credentials Report

Required majority reached

Required Majority: 422

Yes: 837

No: 6

Votes Cast: 843

Proposal: Virtual Meetings - Section 4 - Motion to limit debate to 15 Min

Required majority reached

Required Majority: 564

Yes: 786

No: 60

Votes Cast: 846

Proposal: Virtual Meetings - Amendment to Section 4

Required majority not reached

Required Majority: 435

Yes: 266

No: 602

Votes Cast: 868

Proposal: Virtual Meetings - Section 4 - Close Debate

Required majority reached

Required Majority: 560

Yes: 811

No: 29

Votes Cast: 840

Proposal: Virtual Meetings - Amendment to Section 4

Required majority not reached

Required Majority: 435

Yes: 266

No: 602

Votes Cast: 868

Proposal: Virtual Meetings - Section 4

Required majority reached

Required Majority: 562

Yes: 598

No: 244

Votes Cast: 842

Adoption of Credentials Report

Required majority reached

Required Majority: 418

Yes: 827

No: 7

Votes Cast: 834

Proposal: DEI/RJ - Motion to Amend the Amendment - Close Debate #1

Required majority reached

Required Majority: 562

Yes: 782

No: 61

Votes Cast: 843

Proposal: DEI/RJ - Motion to Amend the Amendment #1

Required majority not reached

Required Majority: 432

Yes: 304

No: 559

Votes Cast: 863

Adoption of Credentials Report

Required majority reached

Required Majority: 413

Yes: 820

No: 5

Votes Cast: 825

Proposal: DEI/RJ - Close Debate - Amendment and Amendment to the Amendment

Required majority reached

Required Majority: 554

Yes: 771

No: 60

Votes Cast: 831

Proposal: DEI/RJ - Amendment to the Amendment

Required majority reached

Required Majority: 423

Yes: 506

No: 338

Votes Cast: 844

Proposal: DEI/RJ - Motion to Amend #1

Required majority reached

Required Majority: 414

Yes: 440

No: 386

Votes Cast: 826

Proposal: DEI/RJ - Motion to Amend #2

Required majority reached

Required Majority: 401

Yes: 418

No: 382

Votes Cast: 800

Proposal: DEI/RJ As Amended - Close Debate

Required majority reached

Required Majority: 578

Yes: 653

No: 214

Votes Cast: 867

Proposal: DEI/RJ As Amended

Required majority reached

Required Majority: 583

Yes: 678

No: 196

Votes Cast: 874



Adoption of Credentials Report

Required majority reached

Required Majority: 416

Yes: 822

No: 8

Votes Cast: 830

Proposal: Motion to Divide Promise and Law/# I will

Required majority reached

Required Majority: 415

Yes: 613

No: 215

Votes Cast: 828

Proposal: Motion to Amend Proposal to Promise - Refer to Committee and Amendment- Close Debate

Required majority reached

Required Majority: 562

Yes: 777

No: 66

Votes Cast: 843

Proposal: Motion to Amend Proposal to Promise - Refer to Committee

Required majority not reached

Required Majority: 421

Yes: 196

No: 645

Votes Cast: 841

Proposal: Amendment to the Proposal to Promise

Required majority not reached

Required Majority: 435

Yes: 345

No: 524

Votes Cast: 869

Proposal: Proposal to Promise - Close Debate - All Questions

Required majority reached

Required Majority: 533

Yes: 727

No: 72

Votes Cast: 799

Proposal: Amendment to Proposal to Promise

Required majority not reached

Required Majority: 576

Yes: 171

No: 692

Votes Cast: 863

Proposal: Proposal to Promise

Required majority not reached

Required Majority: 568

Yes: 199

No: 653

Votes Cast: 852

Proposal: Proposal to Law - Motion to Limit Debate to One Hour

Required majority reached

Required Majority: 526

Yes: 619

No: 169

Votes Cast: 788

Proposal: Proposal to Law - Close Debate

Required majority reached

Required Majority: 568

Yes: 743

No: 108

Votes Cast: 851

Proposal: Proposal to Law

Required majority not reached

Required Majority: 587

Yes: 245

No: 635

Votes Cast: 880