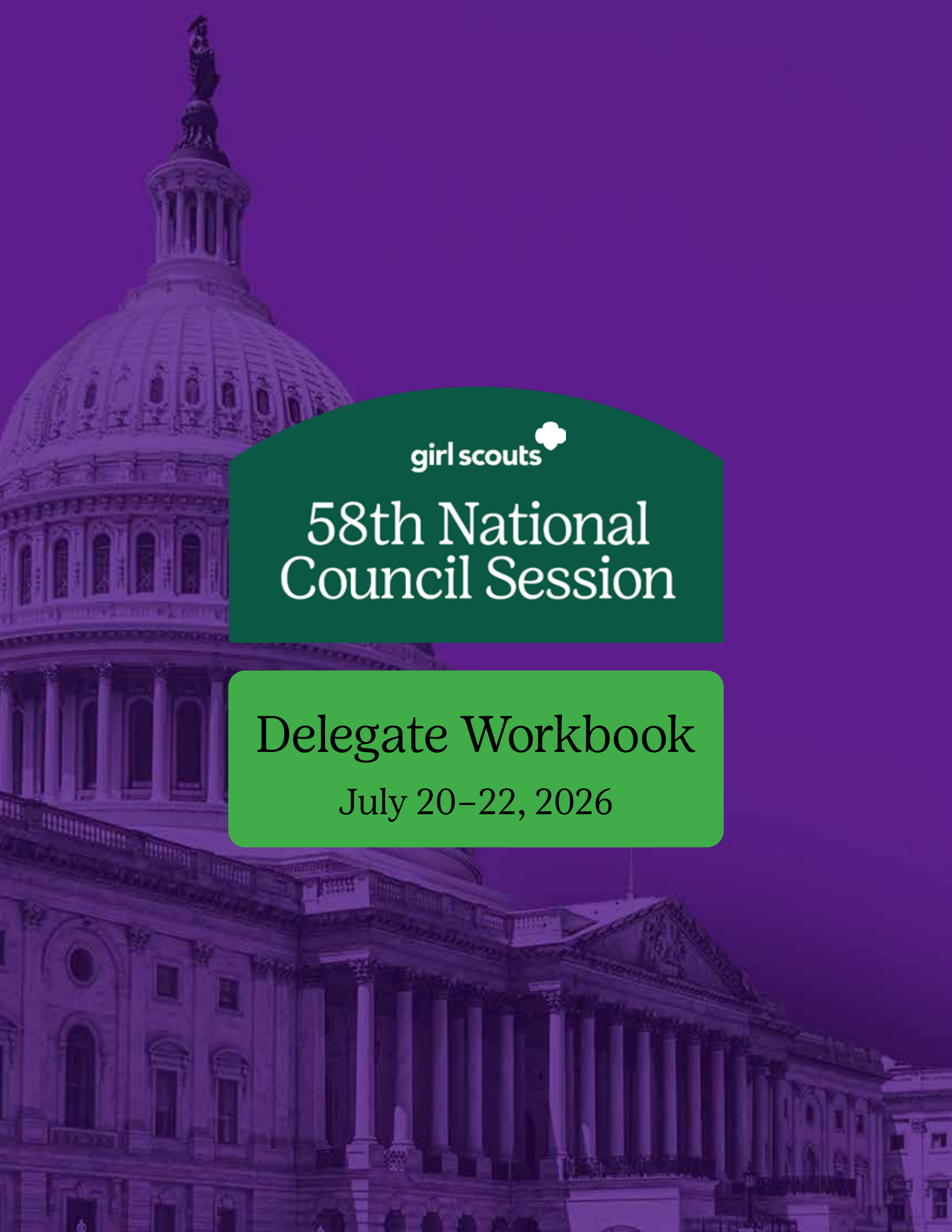


girl scouts

58th National Council Session

Delegate Workbook

July 20–22, 2026



Notes

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Welcome from the Girl Scouts of the USA National President and CEO





Dear National Council Delegate,

Nearly 1,000 delegates. One shared mission. This is the National Council Session, one of the most powerful expressions of what makes our Movement extraordinary. This moment belongs to Girl Scouts and is shaped by Girl Scouts.

As a leader in our Movement, and in your role as a National Council delegate, you have dedicated considerable time over recent months to learning about the items on the 58th National Council Session Agenda, gathering perspectives from across your communities, and learning from the input of your fellow delegates. When we gather in Washington, DC, delegates will participate energetically in discussions and debates. And our Movement needs you to do just that!

Our National Council Session 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 our Movement stay true to our mission, and we appreciate your service. Our varied experiences within our troops, service units, and councils inform our perspectives and help us to make decisions and provide strategic input which will ensure a bright future for our great Movement.

We are proud to share the 58th National Council Workbook with you to support your preparation for our time together. This workbook serves as the formal call to meeting for the 58th National Council Session in Washington, DC, from July 20–22, 2026, and contains the items of business to be discussed, as well as parliamentary procedures and a guide of how to participate. It also presents the slate of candidates for the National Board 2026–2029 and for members of the National Board Development Committee (NBDC) 2026–2029, presented by your NBDC. The NBDC is elected by the National Council to consider the Movement's needs for the coming triennium and present for your consideration a recommended team of National Board and NBDC members to serve those needs.

Our girls' and families' lives are changing at a faster pace than ever, and so must our Movement. While technology enables the National Council and the National Board to engage in dialogue throughout the triennium, there is something very special about nearly 1,000 delegates coming together in person to shape our shared future. We are grateful that you are able to join us.

Yours in Girl Scouting,

Noorain F. Khan
National President

Bonnie Barczykowski
Chief Executive Officer

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2023–2026 Girl Scouts of the USA National Board of Directors

Officers

Noorain F. Khan
Jeanne Kwong Bickford
Trooper Sanders
Diane Tipton
Mary Ann Altergott
Bonnie Barczykowski*

National Board of Directors**

Beth Bovis
Lupe Camargo
Felecia Gilmore-Long
Erin Morgan Gore
Lorraine Hack
Jessie Kornberg
Vidya Krishnan
Ana Tavares Lattibeaudiere
Alison Lawerence
Sue Major
Lydia Mallett
Robyn Ratcliffe Manzini
Telva McGruder
Ileana Musa
Romie Mushtaq, MD
Stephanie Neuvirth
Abrar Omeish
Marcus Peacock
Jake Perlman
Carolyn Pittman
Erika Rottenberg
April Schneider
Leslee A. Temple
Nithya Thadani
Maryann Waryjas

*Ex-officio, without vote
**As of April 1, 2026

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.

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Leadership for the 2026–2029 Triennium

Message from the Chair of the National Board Development Committee



Dear National Council Member,

This is a slate rooted in the Movement, with nominees who experienced Girl Scouts as a child or through a family member and many who have council leadership experience. They know how a troop meeting runs, the skills our cookie program teaches, and the value our councils bring to our girls and families.

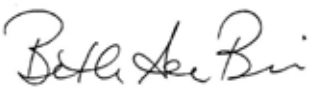
It is also a slate built for what comes next. The Movement is transforming to meet the needs of today's girls and families, and this board will need to provide strategic leadership through that change. We recruited for the skills, expertise and lived experience required to do that well—including nominees whose familiarity with Girl Scouts is newer, but whose commitment to our bold vision for the future is deep. Across regional, demographic, professional, and life-experience diversity, what unites every nominee is a shared commitment to our mission and to ensuring that every girl who wants to be a Girl Scout, can be a Girl Scout.

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 2023–2026 board. Every nominee has completed the required conflict of interest disclosure and has confirmed they can meet the board's fiscal and time commitments. On behalf of the NBDC, I thank everyone who participated in this process. I would also like to thank those members who served with me on the NBDC this triennium for their service to our Movement: Vivian Blade, Rebecca Chavez-Houck, Felecia Gilmore-Long, Erin Morgan Gore, Debbie Hassan, Ráchel Roché, April Schneider, and Wendy Venoit.

Per Article XII, Section 10, of the Girl Scout Constitution, nominations may be made from the floor of the National Council Session. Elections will be held on Tuesday, July 21, 2026. To make a nomination from the floor, National President Noorain F. Khan 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 Sunday, July 19, 2026.

We encourage you to learn more about each nominee on the official Girl Scout Delegate Website, and you will have opportunities to meet candidates virtually before NCS and in person in Washington, DC. Thank you for entrusting the NBDC with this responsibility. We are so excited for this talented group and expect you will be too as you get to know them. Looking forward to our time together at our 58th NCS this summer.

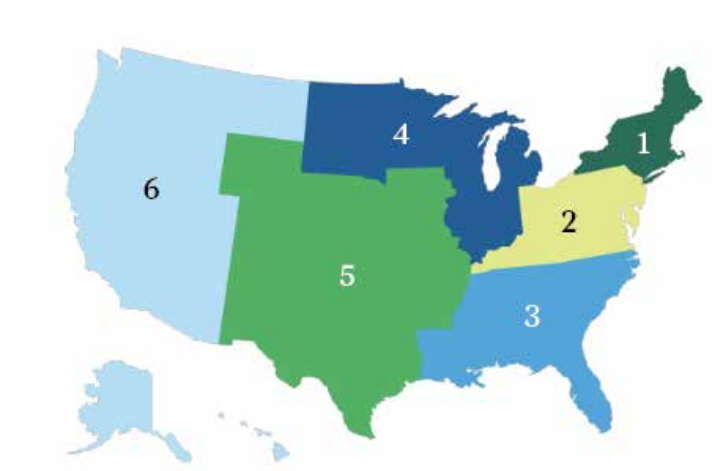
Yours in Girl Scouting,



Beth Bovis
Chair, National Board Development Committee (2023–2026)

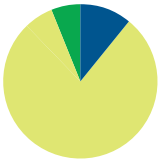
GSUSA Board and NBDC Slate Statistics

2026–2029 Triennium



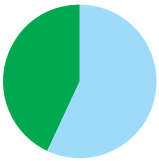
Number of Board and NBDC Slate from Each Region

21% Region 1
9% Region 2
19% Region 3
15% Region 4
21% Region 5
15% Region 6



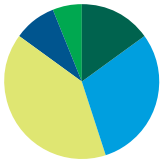
Gender

9% He, him, his
85% She, her, hers
0% They, them, theirs
6% Prefer not to share
0% Other



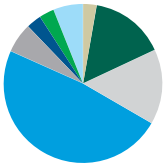
Board Tenure

57% Returning
43% New



Age

0% Age 34 and under
15% Age 35–44
30% Age 45–54
40% Age 55–64
9% Age 65+
6% Prefer not to share



Race and Ethnicity

3% American Indian or Alaska Native
15% Asian, Native Hawaiian, or Other Pacific Islander
15% Black or African American
49% White
6% White, Also Hispanic
3% Two or More Races
3% Other
6% Prefer not to share

Slate Headlines

30%
have served as the **board chair of a Girl Scout council,** demonstrating knowledge and leadership at the council level.

70%
were able to **experience Girl Scouting** as a child or cheer on a Girl Scout in her journey.

39%
have **council leadership experience,** serving as board members and council delegates.

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2026–2029 National Board of Directors Nominations

Officer Nominees

Telva McGruder
Rochester Hills, Michigan

Ileana Musa
Miami, Florida

Mary Ann Altergott
St. Louis, Missouri

Diane Tipton
Sarasota, Florida

Maryann Waryjas
Chicago, Illinois

National Board Development Committee Nominees

Lupe Camargo (non-board)
Tempe, Arizona

Rebecca Chavez-Houck
Salt Lake City, Utah

Erin Morgan Gore
Brooklyn, New York

Debbie Hassan (non-board)
Hilton Head, South Carolina

Allison Lawerence
Frisco, Texas

Sharon Matthews (non-board)
Charlotte, North Carolina

April Cadiente Schneider
Los Angeles, California

Member-at-Large Nominees

Diane Boettcher
Owings Mills, Maryland

Beth Bovis
Madison, Wisconsin

Neil Brown
Washington, District of Columbia

Rebecca Chavez-Houck
Salt Lake City, Utah

Cami Gibertini
Brandon, Florida

Erin Morgan Gore
Brooklyn, New York

Kira Rosoff Heller
Bedford, New York

Kerrie A. Hoffman
Brookfield, Wisconsin

Cameron Jones
Bethesda, Maryland

Elizabeth “Betsy” Kamin
Houston, Texas

Jessie Kornberg
Los Angeles, California

Vidya Krishnan
Richardson, Texas

Ana Tavares Lattibeaudiere
Roswell, Georgia

Allison Lawrence
Frisco, Texas

Robyn Ratcliffe Manzini
Las Vegas, Nevada

Zara Mirza
Darien, Connecticut

Stephanie Neuvirth
New York, New York

Jake Perlman
Denver, Colorado

Carolyn Pittman
Yorktown, Virginia

April Cadiente Schneider
Los Angeles, California

Joanne Sebby
Omaha, Nebraska

Nabiha Syed
Brooklyn, New York

Nithya Thadani
New York, New York

Mary Thomas
Zionsville, Indiana

Teresa C. Younger
Brooklyn, New York

Officers



National President

Telva McGruder
Rochester Hills, Michigan

Executive Director of Global Body Manufacturing Engineering General Motors

GSUSA National Board Executive Committee Member, 2023–2026 Triennium

Past Board Chair, Girl Scouts of Southeastern Michigan

Telva McGruder is a lifetime member of Girl Scouts and is currently serving as a member of the National Board of Directors of Girl Scouts of the USA. She was previously the chair of the board for 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, and she enjoyed supporting the girls' growth into impactful Ambassadors, with two of them earning their Gold Award.

Telva is currently the executive director of global body manufacturing engineering at General Motors, where she leads the next phase of transformation toward an increasingly automated and digital manufacturing approach for vehicle body systems. Prior to her current role, Telva was chief diversity, equity, and inclusion officer at GM, where she championed the progress toward a high performing, inclusive culture across the global organization. Earlier in her career, Telva held positions of increasing responsibility and influence within manufacturing engineering and at several manufacturing locations, where she motivated teams to rethink what's possible in project execution, maintenance, quality, operations, and labor negotiations. Subsequently, her passions for culture and sustainable solutions for people and processes fueled notable impacts while leading facility engineering, facility management, and energy strategy for the company.

Telva earned her BS and MS degrees in electrical engineering from Purdue University. Along with a deep commitment to Girl Scouts, her skills and values inspire her to serve on advisory boards focused on community health, environment, and sustainability. Understanding the importance of ensuring students are exposed to experiences that light their curiosity and decrease barriers to education, she also supports organizations that increase access to education in engineering and many other fields. She is a positive, driven individual with a keen sense of what is important and greatly enjoys wonderful life experiences with her family.

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Officers



First Vice President

Ileana Musa
Miami, Florida

Managing Director
Head of Sales, Private Banking Group
Morgan Stanley Private Bank, National Association

GSUSA National Board Finance Committee Vice Chair, 2023–2026 Triennium

GSUSA National Board Investment Sub-Committee of the Finance Committee Co-Chair, 2023–2026 Triennium

Ileana Musa, a lifetime member of GSUSA, is the head of sales for Morgan Stanley Private Bank. In her role, she leads a large-scale sales organization of private bankers, lenders and product specialists who partner strategically with financial advisors to advise clients on both sides of the balance sheet. Most recently, she lent her talent to co-heading Morgan Stanley's International Wealth Management business.

Ileana is a member of Morgan Stanley's Latin America Management Committee, and the U.S. Banks Management Committee. Ileana co-chairs the Enterprise Latino Employee Network and serves as a trustee on the Morgan Stanley Foundation Board.

Ileana is a trustee and vice-chair of the Smithsonian National Museum of the American Latino Board of Trustees and sits on the GSUSA National Board of Directors and the corporate advisory board of the Association of Latino Professionals for America (ALPFA).

She received a BBA with a concentration in finance from the University of Miami and an MBA in finance from Florida International University. Ileana is fluent in Spanish, FINRA-registered, and is Six-Sigma Greenbelt certified.

Ileana was recently named as a 2026 Power100 Allocators Honoree by Blueprint Capital Advisors. In 2025, Ileana was named to the *Forbes* 50 Over 50 list and the 100 Latinas by Latino Leaders for the fifth year in a row.



Second Vice President

Mary Ann Altergott
St. Louis, Missouri

Founder, The Clemont Group

Retired Principal
Edward Jones

GSUSA National Board Secretary, 2023–2026 Triennium

GSUSA Movement Governance Advisory Team Co-Chair, 2023–2026 Triennium

GSUSA National Board Governance Group Co-Chair, 2023–2026 Triennium

Past Board Chair, Girl Scouts Eastern Missouri

Elected to GSUSA's National Board of Directors in 2017, Mary Ann Altergott is a member of the board's Executive Committee and co-chairs the National Board Governance Group and the Movement Governance Advisory Team (MGAT).

As a lifetime member and Gold Award Girl Scout, her first exposure to governance beyond her troop was in her service unit and as a teenage council board member. Her early Girl Scout experiences shaped her career and passion for service. Mary Ann has served on four council boards leading strategic planning and governance efforts to improve capacity and grow membership. As a former troop leader, council trainer, and board chair, she cites working as a Girl Scout camp counselor as the hardest, most rewarding job ever! This triennium, she focused on making governance more inclusive by increasing National Board and National Council collaboration related to strategy, delegate engagement, and topics of importance to Girl Scouting's future.

Mary Ann has 30+ years of experience in financial services, consulting, and consumer products industries. At The Clermont Group, she partners with leaders and teams to develop winning strategies, sustain change and solve problems. Recently retired from Edward Jones, she led transformation, human resources, and change enablement. Previously, she held global leadership roles with Bank of America and Diageo/The Pillsbury Company.

She sits on several academic advisory groups and, as a lecturer, 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.

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Officers



Treasurer

Diane Tipton
Sarasota, Florida

Chief Executive Officer and President
Self Storage Zone

GSUSA National Board Treasurer, 2023–2026 Triennium

GSUSA National Board Finance Committee Chair, 2023–2026 Triennium

GSUSA Pension Advisory Committee Co-Chair, 2023–2026 Triennium

GSUSA Pension Advisory Committee Co-Chair, 2023–2026 Triennium

Past Board Chair, Girl Scouts of 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 to 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 spending time 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 Nations Capital. She has been on the National Board since December 2019, serving as Nation's treasurer since 2023. For Diane, being treasurer has been the volunteer job of a lifetime. She is very proud of all that has been accomplished by this board in partnership with the Movement this triennium.

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, 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 the *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



Secretary

Maryann Waryjas
Burr Ridge, 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 Committee Co-Chair, 2023–2026 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 of the Coalition for Competition in Credit Ratings, Inc. She served as senior vice president, chief legal officer, and corporate secretary for Herc Holdings Inc. in Bonita Springs, Florida, where she was a trusted advisor to the board of directors and a member of the senior management team, leading an organization with $2 billion in revenues. Her professional experience has focused on finance and strategy. Maryann has structured and negotiated global mergers, acquisitions, divestitures, and joint ventures valued between $20 million and $5 billion.

Maryann spent four years as a member of the board of directors of the Chicago Stock Exchange and its parent company, CHX Holdings, Inc. She served as chair of their Nominating and Corporate Governance Committees and as a member of the Executive, Audit, Regulatory Oversight, and Special Transaction Committees. She is a past president (two terms) of the Chicago Finance Exchange. She sits on the National Board of the Private Directors Association, where she serves on the Human Capital and Compensation Committee and previously served on the Audit and Finance Committee. She is a member of the Advisory Board for the Baumhart Center at Loyola University's Quinlan School of Business.

She served on the board of Katten Muchin Rosenman LLP and in other board governance roles in both for-profit and nonprofit entities. As a recipient of a 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." Maryann received her law degree from Northwestern University Pritzker School of Law, cum laude, and earned her BS, magna cum laude, from Loyola University.

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Members-at-large



Diane Boettcher
Owings Mills, Maryland

Retired
United States Navy

Past Board Member, Girl Scouts of Central Maryland

When Diane Boettcher retired from the United States Navy as a Captain after 30 years, she was among the first women Naval Flight Officers and had the honor of command several times. She served in the continental U.S., Guam, Hawaii, and Spain, plus a short deployment to Afghanistan. Diane also worked as a civilian in Germany and the Pentagon, supporting network operations for the Joint Staff.

At Microsoft, Diane has supported national security customers in the U.S., as well as led services delivery across Asia while based in Singapore. Currently living in Maryland, she is the director of business management for Industry Solutions Delivery, Americas and on the corporate-wide board of Women at Microsoft.

A lifetime member of GSUSA, Diane first joined Girl Scouts as a Brownie. Throughout her travels, Diane remained active in Girl Scouts, leading troops in Florida and Singapore, representing GSUSA Overseas as a delegate at the National Convention, and going on countless camping adventures. She is thrilled to continue supporting Girl Scouts in building women of courage, confidence and character. Diane has a master's degree in information assurance and holds several certifications.



Beth Bovis
Madison, Wisconsin

Senior Partner, Global Sustainability and Social Impact Lead Kearney

GSUSA National Board Development Committee Chair, 2023–2026 Triennium

As a second-generation Girl Scout alum, parent of a Silver Award Girl Scout, lifetime member, and corporate champion of Girl Scout programs, Beth Bovis understands the impact our Movement makes and integrates Girl Scout programs into her professional world. Beth joined the GSUSA National Board in 2020. She has served on the Executive Committee and as Chair of the NBDC in the 2023–2026 triennium. Beyond board service, 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 has engaged in various events with her local council, Girl Scouts of Badgerland. Beth was honored by Girl Scouts of Greater New York as a Woman of Distinction for her mentorship and commitment to women and girls.

Over the span of her career, Beth's impact 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 sustainability and social impact team and several global accounts.

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.

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Members-at-large



Neil R. Brown
Washington, DC

Managing Director
KKR Global Institute and Infrastructure and Climate

Neil R. Brown joined KKR in 2014 and is managing director, KKR Infrastructure and KKR Global Institute. Working at the intersection of finance and geopolitics, Neil navigates global complexity to lead KKR market entry across regions and invest in critical infrastructure, especially energy, digital, and climate.

Prior to joining KKR, he served for more than eight years on the senior staff of the U.S. Senate Foreign Relations Committee, working with the late Senator Richard G. Lugar, where he focused on energy security and non-proliferation. He has also served as senior advisor at Goldwyn Global Strategies, on the U.S. Extractive Industry Transparency Initiative advisory committee for the U.S. Secretary of Interior, and as a senior fellow at the German Marshall Fund of the United States.

Neil is a lifetime member of GSUSA and currently serves on the nonprofit boards of The Lugar Center, Merton College Charitable Corporation, Association of American Rhodes Scholars, and the advisory board of the Columbia University Energy Journalism Initiative. He is also a senior fellow at the Atlantic Council of the United States, specializing in energy and foreign policy. He previously undertook refugee and development work while living in Nepal, Namibia, and Egypt.

Neil is an honors graduate of Harvard University and received graduate MSc and MPhil degrees from Oxford University, which he attended as a Rhodes Scholar. He lives with his husband and two young children in Washington, DC. He grew up on a farm in Iowa and, in addition to family time, loves skiing, surfing, being outdoors, and travel.



Rebecca Chavez-Houck
Salt Lake City, Utah

Community Engagement Consultant
Aspira Public Affairs, LLC

Former Member, Utah House of Representatives

GSUSA National Board Development Committee Member, 2023–2026 Triennium

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 council as a public relations manager from 1987 to 1990.

Rebecca represented Salt Lake City's northeast quadrant 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 taught nonprofit management and government ethics as adjunct faculty in the University of Utah (U of U) School 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.

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Members-at-large



Cami Gibertini
Tampa, Florida

Senior Vice President/Business Solutions
INB, A National Association

Past Board Chair, Girl Scouts of West Central Florida

Cami Gibertini is a seasoned banking executive and dedicated community leader with more than three decades of experience helping businesses grow while strengthening the communities they serve. She is especially passionate about financial literacy, women's leadership, and mentoring the next generation of leaders.

Cami has held various senior leadership roles in banking, consistently delivering strong results while helping businesses and individuals access the financial tools needed to succeed. As senior vice president of business solutions at INB, National Association, Cami partners with business owners to deliver strategic depository, treasury, and banking solutions that fuel long-term success to expand INB's footprint across the Tampa Bay market.

A lifetime member of GSUSA, Cami most recently served as president and board chair of Girl Scouts of West Central Florida, where she partnered with the CEO and board to guide strategy, strengthen governance, and expand the organization's reach across eight counties. During her tenure, she helped lead efforts that raised $1 million, launched 100% participation in the board mentorship program, and served as an enthusiastic ambassador for Girl Scouts' mission. Her prior board leadership roles include chair of the Greater Brandon Chamber of Commerce and president of the Emergency Care Help Organization.

In addition to her board service, Cami is an active mentor, speaker, and advocate for women in business and financial empowerment. She has been recognized with numerous honors, including "Women of Excellence," "Women Who Win in Financial Services," and multiple community leadership awards.

She is a graduate of several prestigious banking programs, including the ABA's Stonier Graduate School of Banking at the University of Pennsylvania, where she earned a Wharton Business School Certificate of Achievement. She also completed the FBA's Florida School of Banking at the University of Florida and BAI's Graduate School of Retail Banking at the University of Wisconsin-Madison.

Cami and her husband, Scott, recently celebrated their 33rd wedding anniversary. They enjoy traveling, going to Disney with their three grown children, and spoiling their Shih Tzu puppy. Cami is a Peloton enthusiast, an avid reader, and enjoys time at the beach.



Erin Morgan Gore
New York, New York

Managing Director
Alvarez and Marsal Corporate Performance Improvement

GSUSA National Board Member, 2023–2026 Triennium

Erin Morgan Gore, lifetime member of GSUSA, is a managing director with Alvarez and Marsal Corporate Performance Improvement in New York. She specializes in designing and implementing cultures of competitive advantage and has deep expertise in meeting clients at critical moments of transformation, including CEO and board transitions, industry disruptions, and the creation and launch of new go-forward strategies.

Erin believes that, when intentionally designed, performance and culture create a flywheel effect, each driving business outcomes. With more than 20 years of experience, she has dedicated her career to helping great leaders and organizations deliver on both performance and culture to create outsized business impact.

Erin's notable assignments include partnering with leadership at Sephora, Starbucks, JPMorgan Chase, Hyatt, NBC Universal, Microsoft, Apple, Virgin Group, Target, Walgreens Boots Alliance, MetLife, Georgetown University, the Gates Foundation, and The Rockefeller Foundation, using creativity and human-centered approaches to unlock potential and drive growth.

Prior to joining A&M, Erin spent almost a decade as a partner at SYPartners in New York. Before that, she was head of business development and partnerships at Purpose, also heading its nonprofit practice. Additionally, Erin has held leadership roles at The Bridgespan Group and Boston Consulting Group; she helped launch the latter's social impact practice group. She began her career at Bain & Company.

Erin earned a bachelor's degree in economics, graduating summa cum laude, from the Wharton School, where she was a Joseph Wharton scholar; a bachelor's degree in English, graduating summa cum laude, from the University of Pennsylvania, where she was a Benjamin Franklin scholar; and a master's degree in development studies from the University of Cambridge.

She serves on the nonprofit board of directors for Well Beings and on the National Board of Directors for Girl Scouts of the USA, where she sits on the Finance Committee and the National Board Development Committee. Erin has written extensively on culture, innovation, and strategy, and she teaches graduate courses on strategy as an adjunct professor at Columbia University and New York University. Her work has been featured in *The New York Times*, *Stanford Social Innovation Review, Inc. Magazine*, and *The Washington Post*. She has also received the *Fast Company's* Innovation by Design Award.

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Kira Rosoff Heller
Bedford, New York

Senior Wealth Advisor
Bessemer Trust

As a second-generation Girl Scout growing up in Northeast Texas, Kira had cookie boxes stacked to the ceiling in a spare bedroom and equally high aspirations. Now a lifetime member, her early experiences in her troop and community sparked a lifelong passion for building relationships and being in service to others. She has made it a priority to raise capital for programs and physical spaces that enhance the well-being and voices of girls and young women, reflecting her deep belief in the transformative power of Girl Scouts.

For the past two decades, Kira has championed nonprofit work, promoting individual philanthropic engagement. This includes supporting the major gifts team and endowment of HIAS, both of which fund the vital services the organization provides to refugees and asylum seekers around the world. Closer to home, she has worked to increase engagement with the Pregnancy Loss Support Program of the National Council of Jewish Women New York. She has led multiple record-setting fundraising campaigns for her alma maters, Duke University and MIT Sloan School of Management, as well as Memorial Sloan Kettering.

As a senior wealth advisor at Bessemer Trust, Kira advises ultra-high-net-worth families, individuals, and institutions on investment management, wealth planning, and multigenerational financial strategy. She also coaches client service professionals on the art of relationship-driven business development. Prior to joining Bessemer, she served as a vice president in the wealth management division of Deutsche Bank and as an associate on the investor relations team at Alinda Capital Partners. Kira has been honored as a fellow of The Economic Club of New York and has served on the board of Duke NY as well as the UJA Young Wall Street Executive Council, supporting the mission of the UJA-Federation of New York.

Kira lives in Bedford, New York, with her husband, their two sons, and their labradors.



Kerrie A. Hoffman
Brookfield, Wisconsin

Chief Executive Officer
Hoffman Digital

Past Board Secretary, Girl Scouts of Wisconsin Southeast

Kerrie Hoffman is a Girl Scout alum, lifetime member of GSUSA, former troop leader, and past council board secretary of Girl Scouts of Wisconsin Southeast.

She works with exceptional executives to understand the power of the human mind and apply new digital ways of working, so they thrive at the accelerated pace of 21st century business. She is passionate about business transformation, human potential, and getting as many companies as possible on their journey to The Next Age™.

Kerrie is a #1 bestselling business author and CEO of Hoffman Digital, an ecosystem of companies "igniting the human experience at work". Her role as CEO includes acting as certified executive coach at FocalPoint, co-founder and principal at Get Digital Velocity, and co-founder of Humanity Rebooted. In addition, she is a keynote speaker at industry venues.

Kerrie has over 40 years of experience focusing on human potential, business transformation, and increasing the velocity of value creation in business. Prior to her current roles, Kerrie spent 30+ years in three corporations as an intrapreneur and business transformer. She has worked in a variety of industries, including operations, supply chain, and sales. Kerrie's previous employers include Aurora Health Care, Johnson & Johnson, and Johnson Controls.

Kerrie earned a BS from Purdue University in medical technology, and she holds an MBA from The Power School. When not focused on her business, Kerrie can be found spending time with family, camping, creating unique jewelry and paper art, or reading the latest geeky material on the future of technology and the power of the human mind.

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Cameron Jones
Bethesda, Maryland

Chief Financial Officer
National Basketball Players Association

Cameron Jones currently serves as the chief financial officer of the National Basketball Players Association (NBPA), where he oversees all financial operations, strategic financial planning, Basketball Related Income (BRI), and long-range analysis to ensure the association's continued growth and stability. His leadership helps shape the NBPA's financial strategy and operational framework, supporting its mission to protect, support, and elevate the voices of NBA players on and off the court.

With more than 25 years of experience in finance, corporate strategy, business development, and operational leadership for organizations ranging from $50MM to over $1B in revenue, Cameron brings a depth of expertise that will strengthen Girl Scouts' ongoing efforts to build a sustainable, future-focused organization.

Before joining the NBPA, Cameron served as chief financial officer at Storyblocks, where he led financial and strategic initiatives that supported the company's rapid scaling and enhanced service to its customers. He also expanded Storyblocks' financial planning and analysis capabilities, positioning the company for long-term success. His earlier career includes leadership roles with respected organizations such as BET Networks, *The Washington Post*, Megaphone (owned by Spotify), and National Public Radio (NPR).

Cameron holds a B.A. in corporate finance from Morehouse College, graduating cum laude, and an MBA from Harvard Business School. Beyond his professional accomplishments, he is deeply committed to community service—actively supporting youth leadership training, athletics, and mentoring programs. A lifetime member of GSUSA, Cameron's passion for developing future leaders aligns seamlessly with Girl Scouts' mission of building girls of courage, confidence, and character, who make the world a better place.

Cameron lives in Maryland with his spouse and three children, grounding his professional achievements with a strong commitment to family and community.



Elizabeth “Betsy” Kamin
Houston, Texas

Partner and Member-In-Charge, Houston Office
Clark Hill PLC

Past Board Chair, Girl Scouts of San Jacinto

Betsy Kamin has been a dedicated volunteer and board member of Girl Scouts of San Jacinto Council since 1999, giving her a unique, firsthand understanding of both council operations and governance. A lifetime member of GSUSA, chair of the board of directors, president of the council, frequent volunteer, and a troop leader at a local shelter for women and children, Betsy truly understands the power of Girl Scouting and the challenges faced by girls and young women today.

An early champion of girl power, Betsy brings nearly four decades of courtroom experience as a nationally respected trial lawyer and a lifelong commitment to empowering women and girls to the GSUSA National Board. She built a distinguished career handling complex commercial and products liability litigation for clients in the manufacturing, industrial, and energy sectors. Formerly a member of the Clark Hill executive committee, Betsy currently co-chairs Clark Hill BOLD, the firm’s initiative advancing women in the legal profession, reflecting her enduring belief that women belong at every table—including the ones where the hardest decisions are made.

Betsy’s commitment to community service runs deep. In addition to her work with the San Jacinto Council, she also served for many years on the board of the Houston Affiliate of Susan G. Komen for the Cure, including two terms as chair of the board. She most recently completed her three-year term as the chair of the board and president of Girl Scouts of San Jacinto Council, where she led the organization through a period of significant growth and strategic transformation and the completion of a successful capital campaign. A fellow of the American College of Trial Lawyers, one of the legal profession’s highest honors, Betsy has built her professional career proving that rigorous preparation, fearless advocacy, and genuine integrity are the foundation of lasting success. She brings those same values to her board service.

Betsy lives in Houston, Texas, with her pack of goldendoodles who do their best to make her forget she is an empty nester.

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Jessie Kornberg
Los Angeles, California

President and Chief Executive Officer
Skirball Cultural Center

GSUSA National Board Philanthropy Committee Vice Chair, 2023–2026 Triennium

As an advocate, attorney, and nonprofit leader for two decades, Jessie Kornberg's career has been dedicated to community building and dismantling systemic inequality, with a special focus on creating equal opportunity for women and girls. As a lifetime member of GSUSA, Jessie extols the importance of Girl Scouts and the powerful effect the Movement can have on the futures of countless women and girls.

Jessie has extensive experience in change management, nonprofit governance, communications, and fundraising. She currently serves as a trustee for the Los Angeles Urban League and the Motion Picture & Television Fund and as president and CEO of the Skirball Cultural Center, the first Jewish museum in the United States and the largest Jewish cultural destination in the country.

Her career began with frontline anti-poverty services at the largest provider of homeless family housing in New York City and continued in work with the NAACP and NOW. In 2006, Jessie was among the 20 co-founders of Ms. JD—an online community dedicated to supporting and advancing the careers of women in the legal profession—and went on to serve as its first executive director.

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.

As a mother, spouse, daughter, sister, colleague, friend, and leader, Jessie tries to live by the Girl Scout Law, doing her best to make the world a better place.



Vidya Krishnan
Richardson, Texas

Chief Learning and Belonging Officer
TD SYNNEX

GSUSA National Board Executive Committee Member, 2023–2026 Triennium

Vidya Krishnan is the chief learning and belonging officer of TD SYNNEX, the leading global IT distributor. She was recognized in 2025 as one of the top 20 CLOs and is a thought leader in industry-leading upskilling and reskilling methodology. Vidya is a technology and entrepreneurial leader with 27+ years of experience in networks, digital services, learning, engineering, consulting, and business transformation operations. She previously served for seven years as global chief learning officer at Ericsson, the global 5G technology company, where she spent 27 years in varied leadership roles that spanned network engineering, network integration, presales engineering, cloud solutions and services, learning services and consulting, and operational excellence. She began her career in engineering operations with AT&T, then worked at Nortel, building and launching wireless networks.

Vidya holds a Bachelor Science degree from Princeton University and a Master of Science degree from Stanford University in electrical engineering, with a specialization in how technology can uplift impoverished areas. A lifetime member of GSUSA, Vidya is particularly proud and privileged to serve on the National Board of Girl Scouts of the USA and as chair for Princeton University Alumni Advisory Council.

She and her husband, Karthik, are parents to a daughter (Tara), son (Keshav), and two dogs (Finn and Sully, who behave like teenagers). Vidya and her best friend, Nithya, enjoyed coaching their kids' team for over 12 years in Destination Imagination, a global, nonprofit, creative problem-solving organization.

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Ana Tavares Lattibeaudiere
Roswell, Georgia

Principal and Co-Founder
MTL Management

GSUSA National Board Member, 2023–2026 Triennium

Ana Tavares Lattibeaudiere is a lifetime member of GSUSA and passionate about gender equality, promoting women's involvement in the tech industry and developing their leadership potential.

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, cars, 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 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 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. Prior to her current role, Ana was the SVP of Strategy for XEO Air and held leadership positions at GSMA, Accenture, and Deloitte Consulting. She holds a degree in economics and a Master's degree in business management from Nova School of Business and Economics.



Allison Lawrence
Dallas, Texas

Lead, Commercial Lending and Development
Stanley Black & Decker

GSUSA National Board Member, 2023–2026 Triennium

Allison Lawrence is a passionate advocate for empowering young girls and women, drawing inspiration from her own journey growing up abroad and longing for the transformative experiences Girl Scouts provides. After moving to the U.S. as a teenager, she witnessed firsthand the profound impact Girl Scouts had on her close family friends, fueling her conviction in the organization's ability to shape vision, ambition, and confidence.

Professionally, Allison brings over 22 years of industry experience and a proven track record of leadership at Stanley Black & Decker, one of the world's largest power tools manufacturers. As the leader of commercial learning and development for the Americas Group, she drives strategic initiatives to strengthen commercial effectiveness and accelerate business growth. Previously, Allison served as president of North American ecommerce, scaling digital commerce and omnichannel growth, and as VP and chief of staff to the CEO, where she helped shape enterprise talent and culture strategy and led global support efforts during the pandemic.

Now a proud lifetime member of GSUSA, Allison is dedicated to uplifting the next generation by mentoring, supporting, and creating opportunities that inspire growth and leadership. Her commitment to Girl Scouts is rooted in a belief that every girl deserves the chance to discover her unique strengths and reach her fullest potential.

Allison holds a bachelor's degree in marketing from Oklahoma State University and an Executive MBA from the University of Texas at Dallas. She is the favorite aunt to a niece and three nephews and resides in Dallas, Texas.

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Members-at-large



Robyn Ratcliffe Manzini
Las Vegas, Nevada

President
Ridge Blossom Properties, LLC

GSUSA National Board Member, 2023–2026 Triennium

Past Board Chair, Girl Scouts of Southern Nevada

National Board Member Robyn Ratcliffe Manzini is a Gold Award Girl Scout, Thanks Badge II Recipient, and past president of Girl Scouts of Southern Nevada. This triennium, she sat on the GSUSA Finance, Philanthropy, Audit, and Property Committees, as well as the Global Strategy Working Group. Robyn served on the National Board Development Committee from 2018 to 2023 and co-chaired the Gold Award Scholarship Task Force formed following the 2020 National Council Session. This will be her eighth National Council Session; her fifth as a National Delegate.

As president of Girl Scouts of Southern Nevada, Robyn led the turnaround of GSSNV's financial position from significant deficit to a balanced budget with nine+ months' reserve, no debt, and a clear investment policy. As multi-year co-chair of the Dessert Before Dinner gala, she helped raise millions for the council.

Internationally, Robyn is a member of the Olave Baden-Powell Society, served on the Pax Lodge Committee, and was the WAGGGS representative to UNESCO for two years in Paris, France. Guitar in hand, she led a GSUSA Destination to the Galapagos Islands. Robyn speaks Spanish, Italian, and French.

Robyn is a third-generation troop leader and mother of a Gold Award Girl Scout. She led her daughter's troop from Daisies to Girl Scout alums (nine earned Gold Awards). She was the Girl Scouts of Greater Los Angeles San Marino service unit manager, council trainer, and day camp and encampment director.

A passionate outdoorswoman, Robyn has volunteered as staff for Girl Scouts of Orange County's Camp Scherman for the past 20 years. She also created and led resident camp programs for Girl Scouts of Ohio Heartland's Camp Molly Lauman.

Robyn holds an MBA from University of Chicago as well as a BA from DePauw University and brings 25 years of governance experience. Robyn and her husband of 38 years are both GSUSA lifetime members and have two adult children.



Zara Mirza
Darien, Connecticut

Chief of Staff to the President and CEO
TIAA

Zara Mirza, lifetime member of GSUSA, is a transformational leader with a track record of creating purposeful change, unlocking growth, and driving shareholder value for some of the world's most iconic brands.

Zara was recently appointed chief of staff to the president and CEO of TIAA, Thasunda Brown Duckett, where she drives strategic priorities at the highest level of the organization. Previously, she served as chief brand officer, leading the transformation of brand strategy, marketing, creative services, and corporate social responsibility across TIAA and NUVEEN. Before joining TIAA, she was global chief brand officer for GE, leading the internal and external transformation of the storied 130-year-old brand. In that role, Zara created significant shareholder value by reimagining the GE brand to successfully launch three new investment grade companies: GE Aerospace, GE Healthcare, and GE Vernova (Energy).

Prior to GE, Zara was global head of creative excellence at Bacardi Ltd, where she was responsible for transforming the portfolio of iconic brands, bringing purpose to the heart of the marketing programs, accelerating innovation, and embracing digital channels to engage consumers in new ways. Before moving to the U.S., Zara was a partner at Bartle, Bogle & Hegarty, one of the most successful and respected marketing agencies in the world. She worked across a variety of B2B and B2C brands including Google, British Airways, Johnnie Walker, and *The Guardian*.

Zara sits on The Advertising Council's Diversity Board and is an active member of The WIE Suite, a women's leadership network, and Gold House, an influential Asian Pacific community, using her platform to rally around common causes to drive socioeconomic change for underserved communities. Zara is British Indian and now lives in Connecticut with her husband and three children.

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Members-at-large



Stephanie Neuvirth, SPHR
New York, New York

Global VP, People and Organization
Mars Veterinary Health, a division of Mars Petcare

GSUSA National Board Member, 2023–2026 Triennium

Stephanie Neuvirth is the vice president of people and organization for Global Mars Veterinary Health, where she leads human capital strategy, associate experience, and organizational capability to support the delivery of high-quality veterinary care worldwide. A lifetime member of GSUSA, Stephanie currently serves on the GSUSA National Board and is a member of the Executive Development and Compensation Committee.

Prior to this role, Stephanie led people and organization transformation for Mars Veterinary Health, supporting the integration and HR operations for nine business units globally. She also previously served as head of P&O for Banfield Pet Hospital®, the largest wellness veterinary practice in the U.S., Mexico, and Puerto Rico. At Banfield, she spearheaded initiatives in health and well-being, including student debt and mental health programs, and led efforts in inclusion and diversity, introducing resource groups, culturally competent care, and translation services across all hospitals. She also advanced the talent agenda, rebuilding talent acquisition, developing P&O data and analytics, sponsoring the Vet Tech initiative, and expanding educational pathways.

With 25+ years of HR leadership spanning healthcare, consumer packaged goods, entertainment, and retail, Stephanie has held executive roles at City of Hope, Mars Food, Mars Pet Nutrition, Advantage Sales and Marketing, and The Walt Disney Company.

In addition to being a member of GSUSA's National Board, Stephanie is a proud Girl Scout alum, Girl Scout parent, and troop leader who deeply appreciates the importance of the Movement in the lives of girls.

She holds a doctorate in organizational change and leadership from the University of Southern California, an MBA in labor relations from United States International University, and a bachelor's degree from the University of Denver.

She and her husband, Tom, now call New York City home, while remaining avid travelers and devoted pet parents to their three dogs, Bear, June, and Dolce.



Jake Perlman
Denver, Colorado

Executive Vice President, Chief Technology and Information Officer
Charter Communications

GSUSA National Board Member, 2023–2026 Triennium

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 earned 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 is executive vice president, chief technology and information officer, 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 oversees technology strategy and innovation, cybersecurity, IT, software development, and network technology services.

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. Jake, a lifetime member of GSUSA, is passionate about and focused on continuing his family's tradition of helping girls and young women develop broad life experiences through the Girl Scout experience.

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Carolyn Pittman
Frisco, Texas

Independent Director
Minerals Technologies, Inc.

GSUSA National Board Member, 2023–2026 Triennium

Past Board Chair, Girl Scouts of Colonial Coast

Carolyn serves on the Finance and Audit Committees of the National Board of GSUSA. She is the past board chair of Girl Scouts of the Colonial Coast in Virginia. During her board tenure at Colonial Coast, Carolyn chaired various committees, including audit, by-laws, finance, property, and philanthropy. She also served terms as treasurer and vice chair prior to becoming board chair. Carolyn is a GSUSA lifetime member, Thanks Badge recipient, a member of the Juliette Gordon Low Society, and the mother of a Gold Award Girl Scout.

Carolyn is an independent director of Minerals Technologies Inc. (NYSE:MTX), a technology-driven specialty minerals company that develops, produces, and markets a broad range of mineral-based products. Her professional career began at Ernst & Young and has spanned several C-Suite roles at Northrop Grumman, Huntington Ingalls, and Maxar Technologies. She is a certied public accountant and information systems auditor. Carolyn holds a bachelor's degree in accounting and information systems from the University of Arkansas, Walton School of Business; an MBA in finance from Dallas Baptist University; and a certicate in board governance from Harvard Business School.

In addition to serving on Minerals Technologies boards and the National Board of Girl Scouts of the USA, she currently serves on the boards of the Virginia Symphony Orchestra and Soundscapes. For the past 25 years, Carolyn has served on both corporate and nonprofit boards in Virginia, Colorado, California, New York, and Texas. Married for 38 years, Carolyn and her husband are both lifetime members of GSUSA and have three adult children.



April Cadiente Schneider
Los Angeles, California

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

GSUSA National Board Audit Committee Vice Chair, 2023–2026 Triennium

April Schneider is a passionate advocate for expanding opportunities for girls and women in STEM, dedicated to breaking the long-standing perception of technology as a male-dominated field. She believes that especially in today's rapidly evolving world, early exposure, mentorship, and access are critical to empowering the next generation of female leaders. April is a Girl Scout volunteer, mother of a Gold Award Girl Scout, and a lifetime member of GSUSA.

April is a vice president of IT at Sony Pictures Entertainment, supporting the studio's intellectual property management and general counsel. In her current role, she leads Corporate IT initiatives across IP and rights management, product and master data management, and legal and compliance functions. She also serves as an AI champion for the corporate group, leveraging AI to drive operational efficiency and cost effectiveness while ensuring responsible governance. Previously, she led global technology teams across television distribution and media supply chain operations. During her tenure at Sony, she was a founding board member of the Women in Technology group and championed initiatives through the IT Apprentice Program to create career pathways for underserved communities through STEM-focused nonprofits. Prior to Sony, April built her career in consulting at Deloitte and Ernst & Young and held strategy and IT roles across multiple financial services organizations.

Beyond her professional work, April is deeply committed to service and leadership. She serves on the Board of Directors for Women in Technology Hollywood (WiTH), where she chairs the Community Engagement Committee, partnering with STEM nonprofits to create programs that educate, mentor, and prepare women and girls for careers in technology. She previously served for nine years on the University of Notre Dame's Mendoza School of Business Corporate Advisory Board, where she led technology-focused initiatives for MBA students, acted as an Advisor for the Women in Business Club, and helped establish a mentorship program supporting underrepresented students. She also previously served on the board of Toylend in Chicago, a Lekotek Center that provides inclusive, play-based learning for children with special needs.

April earned her MBA in corporate finance and consulting from the University of Notre Dame and her BS in accounting and information systems from the University of Southern California. As she looks ahead to continuing her second triennium on the GSUSA National Board, she is energized by the vision and strategic priorities that will shape the future of Girl Scouts, ensuring every girl has access to experiences that build courage, confidence, and character.

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Members-at-large



Joanne Sebby
Omaha, Nebraska

Chief Risk Officer
Fiserv

Joanne Sebby serves as the chief risk officer for Fiserv. In this role, she oversees the strategic development and execution of Fiserv's enterprise and operational risk management programs. In addition, she is the executive sponsor of Fiserv's Women's Impact Network, an employee resource group for Fiserv associates. Prior to her current role, she served as Fiserv's chief audit executive after serving in the same role at First Data. Joanne oversaw a team to provide independent, risk-based, and objective assurance and consulting activities designed to add value and improve Fiserv's operations.

Joanne held several risk management positions during her tenure with First Data, including three years as vice president of their Enterprise Security, Risk, and Compliance team. She led security professionals across the North American and European regions that created and enforced policies and standards through on-going internal risk assessments, the facilitation of external assessments and consulting services.

Joanne graduated from Buena Vista University in 1997 with a major in Accounting and a minor in Spanish. She is a certified public accountant and certified information security manager. She is a lifetime member of GSUSA and resides in Omaha.



Nabiha Syed
Brooklyn, New York

Executive Director
Mozilla Foundation

As a First Amendment attorney, investigative journalism leader, and technology executive, Nabiha Syed's career has been dedicated to a single question: how can technology uplift, rather than stifle, human agency?

That conviction now drives her leadership of the Mozilla Foundation, the nonprofit steward of the open internet and sole owner of the Mozilla Corporation, makers of Firefox. Nabiha leads Mozilla with a spirit she describes as "defiant optimism"—the belief that a better internet is not only possible but worth building, in public and in community. Under her leadership, Nabiha has set up multiple culture-forward technology funds; supported Common Voice, the largest crowdsourced speech dataset spanning 300+ languages and over a million contributors worldwide; and incubated the Mozilla Data Collective. For her work, she was recently appointed to the Responsible Innovation Council by Governor Gavin Newsom.

Prior to Mozilla, Nabiha served as CEO of The Markup, the nonprofit investigative newsroom whose data-driven reporting on Big Tech was cited by Congress 21 times and sparked dozens of class-action lawsuits before its 2024 merger with CalMatters. Earlier in her career, as VP of legal at BuzzFeed and in private practice, she led the legal defense of high-profile litigations and other matters related to national security, encryption, privacy, and police accountability.

She has been named to Forbes' "30 Under 30," Crain's "40 Under 40," was the inaugural recipient of the Reporters Committee for Freedom of the Press Rising Star Award, and received the NAACP-Archewell Foundation Digital Civil Rights Award. Nabiha serves on the board of the Scott Trust (owner of The Guardian) and is a non-resident fellow at Yale Law School. She also serves as an advisor to ex/ante, the first venture fund dedicated to agentic tech and is a current member of the World Economic Forum's AI Governance Alliance.

Nabiha earned her BA with high honors from Johns Hopkins University, her J.D. from Yale Law School, where she co-founded the Media Freedom and Information Access Clinic, and her MSt from the University of Oxford as a Marshall Scholar. Born and raised in Orange County, California, she now lives in Brooklyn with her husband and their two young sons, Musa and Ibi. A lifelong Girl Scout, she is rarely without a stash of Thin Mints in her bag.

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Nithya Thadani
New York, New York

GSUSA National Board Member, 2023–2026 Triennium

Nithya Thadani is the former CEO of RAIN Stella Technologies, a high growth conversational AI company building software for hospital operating room efficiency. She brings over a decade of experience in product innovation, investment banking and private equity to change how people interact with technology in ways that are human-centered and scalable.

Prior to leading RAIN, Nithya was a founding member of innovation firm Fahrenheit 212 (now merged with Frog Design), where she led new product development for F500 consumer packaged goods and retail brands. She started her career at UBS Investment Bank in the consumer and retail group.

Nithya was named Voicebot's Top Visionaries in Voice and Adweek's 10 Young Influentials in Tech. She also serves on the Board of Directors for the international human rights organization, Human Rights First.

She is a lifetime member of GSUSA and a proud Girl Scout alum. Nithya holds a BS from Carnegie Mellon University and an MBA from The Wharton School.



Mary J. Thomas
Zionsville, Indiana

Associate Vice President, U.S. Consumer Services and LillyDirect Business Operations
Eli Lilly and Company

Mary J. Thomas is an associate vice president at Eli Lilly with 22 years of experience building high-performance teams and delivering results across commercial strategy, marketing, sales, operations and manufacturing. She currently leads the U.S. Consumer Services Hub and LillyDirect Business Operations, where she oversees strategy, business operations and centralized capabilities for one of healthcare's most innovative consumer-facing platforms. Mary is a passionate cross-functional leader and change agent known for bold strategy, excellent execution and talent development.

Mary is passionate about Girl Scouts and is a Girl Scout alum and lifetime member. Her daughter is currently active in Girl Scouts, and Mary is a troop leader (previously a Juliette leader). While living in Japan, she was a USA Girl Scout Overseas parent.

Mary is committed to girls' and women's development, from serving as president of the Society of Women Engineers at UW-Madison and director of careers and professional development for the Women's Student Association at Harvard Business School to mentorship and advocacy that have defined her career since. She holds an MBA from Harvard University and a BS in industrial engineering from the University of Wisconsin-Madison.

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Members-at-large



GOLD AWARD GIRL SCOUT

Teresa C. Younger
Brooklyn, New York

President and Chief Executive Officer
Ms. Foundation for Women

GSUSA National Board Development Committee, 2020–2023 Triennium

Past Board Chair, Girl Scouts of Connecticut

Teresa C. Younger is lifetime member of GSUSA whose commitment to leadership and service was shaped early through her lifelong involvement with Girl Scouts. She began as a Brownie and continued through the program, earning her Gold Award. She has remained deeply engaged as a troop leader to multiple Girl Scout troops and served two terms as chair of Girl Scouts of Connecticut. She is also a past member of the GSUSA National Board Development Committee. This enduring connection reflects a throughline in her life's work: investing in the leadership of women and girls as a pathway to lasting social change.

Teresa is a nationally recognized philanthropic leader, movement strategist, and champion for gender and racial equity. As president and CEO of the Ms. Foundation for Women, the nation's oldest women's foundation, she spent more than a decade reshaping feminist philanthropy to be more inclusive, responsive, and accountable to the communities it seeks to serve. A visionary executive and trusted partner to grassroots leaders across the country, Teresa has built a career defined by courage, clarity of purpose, and an unwavering commitment to justice.

Before joining the Ms. Foundation, Teresa served as executive director of the Connecticut General Assembly's Permanent Commission on the Status of Women, where she mobilized grassroots campaigns on pay equity, reproductive rights, human trafficking, and violence prevention. In 2016, Inside Philanthropy named her one of the "50 Most Powerful Women in U.S. Philanthropy." She is a sought-after speaker on democracy, gender justice, and the future of philanthropy.

A graduate of the University of North Dakota, Teresa carries her Midwestern roots into her leadership style—direct, grounded, and deeply relational. Teresa's career stands as a testament to what is possible when investing in leadership is guided by values, informed by community, and animated by courage.

2026–2029 Non-Board, National Board Development Committee Nominations



Lupe Camargo
Tempe, Arizona

CERTIFIED FINANCIAL PLANNER®
Independent Wealth Advisor

GSUSA National Board Member, 2023–2026 Triennium

Past Board Chair, Girl Scouts—Arizona Cactus-Pine

Lupe Camargo, a lifetime member of GSUSA, understands the prominent issues facing our Movement through her time serving on GSUSA's National Board. She has volunteered her time on nonprofit boards for over three decades.

Lupe also 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 long-time board member. Her community involvement spans across several organizations, including Friends of the Tempe Library, National Society of Hispanic MBAs, and the most near and dear to her—Girl Scouts. A longtime community leader, she has a strong connection to Arizona and feels it is important to stay aligned to her important value of being of service to others.

Lupe is a certified financial planner® and has served a variety of clients across the U.S. for over 20 years with Perspective Financial Services, LLC, a financial planning firm in Phoenix. She sees her role as helping clients navigate the turning points in their lives as natural transitions, both planned and unplanned, occur.

Prior to joining Perspective Financial Services, LLC, in 2005 as an independent financial planner, Lupe gained fifteen 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 an MBA from the University of Texas at Austin. Lupe is an Arizona native, married to her husband, Jim, and has a daughter, Olivia, a Girl Scout alum.

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Debbie Hassan
Hilton Head, South Carolina

Retired, Partner
Deloitte and Touche, LLP

GSUSA National Board Development Committee Member, 2023–2026 Triennium

Debbie Hassan is an experienced professional and CPA who served on the GSUSA National Board Development 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.



Sharon H. Matthews
Charlotte, North Carolina

Retired, Head of Employee Relations Consulting
Wells Fargo

GSUSA National Board Development Committee Member, 2023–2026 Triennium

GSUSA Movement Governance Advisory Team Co-Chair, 2023–2026 Triennium

GSUSA National Board of Directors, 2002–2020 Trienniums

Sharon Matthews is a former human resources executive with deep knowledge and significant experience in strategic human resources consulting and developing and integrating human resources programs and services to drive business performance.

Her career of more than 40 years in human resources encompassed senior leadership roles at Wells Fargo and IBM. At Wells Fargo, she was an executive vice president and held positions including head of employee relations consulting, head of global employee relations, and director of HR policy and corporate employee relations. In these positions, she advised senior executives on complex, sensitive matters, and mitigation of employment risk. She led a global team of experienced ER leaders, policy experts, and consultants who served as strategic resources to HR and the business. She also designed and implemented policies and programs in support of business objectives and to comply with laws and regulations.

Sharon has a commitment to community service. She is a non-board member of the National Board Development Committee and serves as co-chair of the Movement Governance Advisory Team (MGAT) for Girl Scouts of the USA. She was a member of the GSUSA National Board of Directors from 2002 through 2020 and held positions including first vice-president of the board, chair of the Executive Development and Compensation Committee, chair of the National Board Development Committee, and International Commissioner. She is chair of the Board of Directors of the Alzheimer's Association—Western Carolina Chapter and a member of the Executive Committee of the Board for NXT|CLT, a nonprofit supporting the development of next generation entrepreneurs. She is the incoming president-elect of Charlotte Women Executives and a member of the Crown Jewels (NC) Chapter of the Links, Incorporated where she has held various leadership roles.

Professionally, Sharon is a member of the Society of Human Resource Professionals (SHRM) and holds the Senior Professional in HR (SPHR) and Paradigm 360 Career Coach certifications. She has retired from her corporate career. A lifetime member of Girl Scouts of the USA, she joined the organization in Mississippi as a Girl Scout Junior in her mother's troop when she was 11. She and her family live in Charlotte, North Carolina.

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

Rebecca Chavez-Houck
Erin Morgan Gore
Allison Lawerence
April Cadiente Schneider

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58th 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 65.
- **NCS Standing Rules**
  Proposed Standing Rules for the 58th National Council Session are found on page 60 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.
- **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 9–43).

Discussion Topics

Amplify Impact—Building Connection with Our Communities

The National Board and NCS Advisory Team agreed that the discussion topics and proposals suggested by councils raised important questions about inclusivity, how we live our Girl Scout values, and how we ensure that we are welcoming to all girls and their families. The National Board, working in collaboration with GSUSA management, crafted a discussion topic that allows delegates to address these topics holistically and comprehensively.

At the same time, in response to delegate input into the Movement strategy discussions throughout 2024, we know that communicating the value of the Girl Scout experience to today's families is a priority. The goals of this discussion topic are: to explore what we have learned families—including families already involved and those yet to join—are seeking from their experience with us and where consistency and flexibility enhance it; where our values underpin that experience and where they can create unintended barriers; and what support our members need to promote and deliver the Girl Scout experience in their communities.

Revolutionize Engagement—Girl Scouts Her Way

This discussion topic engages the delegate body in critical conversations about why and how, as a Movement, we need to evolve the ways girls and families can connect with our mission and increase access to Girl Scouting for all girls. Councils originated multiple discussion topics and proposal ideas that addressed themes about how we attract and retain members.

The goals of this discussion topic are to share research findings on how current and prospective families want to see our offerings develop, to explore how we can make the path to joining and staying in Girls Scouts easier, and to inform GSUSA pilot programs. Over the course of this discussion topic, delegates will shape how we revolutionize engagement to ensure a thriving future for our Movement.

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PROPOSAL 1

Girl Scout Highest Awards Solicitation of Contributions

Submitted by

Girl Scouts of Eastern Pennsylvania and 40 additional councils.

Proposal

Update the first paragraph of the Solicitation of Contributions part of the Policies section of the *Blue Book of Basic Documents* on page 20 by inserting the bolded, green wording and deleting the strike-through text, as follows:

Current Wording	Proposed Amendement	If Adopted, Will Read
Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except for Girl Scout Seniors and Ambassadors, who may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee. In addition, girls must abide by their own council's policies and procedures with regard to this matter.	Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except **girl members** ~~for Girl Scout Seniors and Ambassadors, who~~ may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout **Bronze, Silver, and** Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee. In addition, girls must abide by their own council's policies and procedures with regard to this matter.	Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except girl members may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Bronze, Silver, and Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee. In addition, girls must abide by their own council's policies and procedures with regard to this matter.

RATIONALE FOR PROPOSAL 1

What is the issue the discussion topic or proposal is trying to address?

Currently, only Girl Scout Seniors and Ambassadors may request donations for their Gold Award projects, excluding Silver and Bronze Awards. This restricts access to resources that could support meaningful community partnerships and limits the potential impact of Highest Award projects.

This proposal specifically expands access to those working on a Highest Award (Bronze, Silver, or Gold Award). This preserves important safeguards around solicitation while broadening the accessibility of our Highest Awards.

Are there other ways to address this issue?

Some councils might have created local exceptions or workarounds, but a unified national policy would help ensure fairness, reduce confusion, and eliminate barriers for all Girl Scouts eligible to achieve the Highest Award.

This proposal aims to level the playing field by giving all Girl Scouts working towards their Highest Awards equal opportunity to partner with their communities and secure the support needed for impactful, long-lasting projects.

How does this proposal improve Movement governance or policy? OR how does this discussion topic inform Movement strategy?

This proposal improves the Movement's policy by increasing equity and accessibility for all Higher Award project execution. It helps to empower all eligible Girl Scouts with the same tools to execute meaningful, well-resourced projects (while maintaining council oversight).

Does this agenda item have Movement-wide significance? Does it apply to all councils?

Yes, this will apply to all councils and help enhance consistency in the implementation of Highest Awards across the country. This would create a clear national standard that maintains required council oversight to safeguard against the risk of over-solicitation.

Additionally, this could potentially lead to a positive Movement branding by increasing the visibility and possible impact of the Highest Awards. This could help enable more ambitious, visible, and high-impact projects at the Highest Award levels. Bronze and Silver Award projects with access to appropriate funding have the potential to elevate the visibility and value of Girl Scouting across communities.

Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?

Yes, many girls plan and begin their Higher Awards year-round. Clarifying this policy at NCS 58 would ensure that future Girl Scouts interested in pursuing the Bronze and Silver Awards are fully supported in delivering projects that reflect the values and mission of Girl Scouting.

Without updated national guidance, Bronze and Silver Award candidates may continue to face barriers to success.

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FINANCIAL IMPLICATIONS

There is no direct financial cost to councils or the national organization. Allowing more girls to seek approved contributions could lead to increased community engagement and potentially greater visibility for Girl Scouts in local communities. Councils would continue to monitor and approve fundraising, mitigating the risk of over-solicitation to donors.

This change could lead to increased community engagement and visibility of Bronze, Silver, and Gold Award projects, while maintaining donor trust and mitigating the risk of over-solicitation.

RECOMMENDATION OF THE NCSAT

The NCSAT recommended board action on this proposal in advance of the 58th NCS.

RECOMMENDATION OF THE NATIONAL BOARD

The National Board carefully reviewed input from the council support survey and concluded that while the proposal had a lot of support from across the Movement, there are also many councils concerned that this policy change would create significant administrative burdens which could divert staff time from efforts to support and grow membership, as well as create volunteer confusion about when money earning or fundraising rules applied. Therefore, the board remains neutral on this proposal and welcomes the opportunity to learn more from delegate education and deliberation.

PROPOSAL 2

Membership Dues and Procedures for Registration

Submitted by

Girl Scouts of Greater Chicago and Northwest Indiana and 41 additional councils.

Proposal

The Credentials Section of the *Blue Book of Basic Documents*, Membership Dues and Procedures for Registration be revised as follows:

Current Wording	Proposed Amendement	If Adopted, Will Read
The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of 25% in any one triennium.	The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of **15%** ~~25%~~ in any one triennium.	The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of 15% in any one triennium.

RATIONALE FOR PROPOSAL 2

What is the issue the discussion topic or proposal is trying to address?

25% of the upcoming $65 dues is a much larger dollar amount than was 25% of the $25 dues amount when this was first proposed in 2020.

Are there other ways to address this issue?

The issue of limiting the dues increases within each triennium gives the National Board the opportunity to react to financial conditions without consulting the National Council, however when this proposal was created, we could not have predicted the level of dues increase needed to make our national organization whole. The thoughtful and robust discussions and debate which resulted from the Special Session allowed the National Council and the National Board to reach an agreed-upon dues increase, and those discussions should happen regularly. Discussions such as this are essential to maintain the partnership between the National Board and the National Council, and therefore should happen on a regular basis, potentially at every National Council Session, if needed. Amending the 25% level to 15% we feel allows enough leeway for the National Board to keep up with inflation, while reinforcing the importance of the National Council in making the tougher decision should another large increase in National Dues be necessary

How does this proposal improve Movement governance or policy? OR how does this discussion topic inform Movement strategy?

Membership Dues increases should be reasonable and gradual to keep pace with inflation. Large dues increases would be best appropriately debated by the membership.

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Does this agenda item have Movement-wide significance? Does it apply to all councils?

Yes. And Yes.

Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?

Yes, this saves the additional cost of holding another Special Session, while moderating the level of dues increase the National Board can impose between sessions of the National Council.

FINANCIAL IMPLICATIONS

This proposal revises the guardrails on the National Board to increase dues without consulting the National Council but would also allow for robust discussion on finances and membership dues at each triennial National Council session as needed.

RECOMMENDATION OF THE NCSAT

The NCSAT, while not indicating agreement with the proposal's intention, recommended that the National Board consider taking action in advance of NCS. The NCSAT did, however, recognize that the board may not be able to take such action given its fiduciary duties.

RECOMMENDATION OF THE NATIONAL BOARD

The board does not recommend adoption of this proposal. The National Council already debated and took action on this matter at the 2020 National Council Session, where the 25% dues increase threshold was set. At that same NCS, in partnership with the NCS Advisory Team and its Dues Sub-Group, the National Council passed related proposals for a dues-setting process that would best meet the needs of our Movement and the girls we serve. These proposals clarified the shared responsibility for setting membership dues by the National Board and National Council, and established requirements for the National Board to seek delegate and council input prior to any membership dues increase. These measures codified the National Board's commitment to seeking input from councils and delegates on the scope and purpose of any potential membership dues changes, and to report back to delegates and councils on their decisions and their impact.

The board demonstrated its commitment to the spirit and letter of these requirements when, in 2024, it undertook extensive engagement with delegates and councils on our Movement strategy and how it should be funded. The board has continued these discussions through the Secure Tomorrow discussion topic held in December 2025 and subsequent report backs to delegates.

As financial stewards and fiduciaries of the organization, with responsibility to act on the Movement's behalf, the National Board must retain the authority to make economic decisions on behalf of the organization—informed by delegate input—to address the circumstances at the time. Dues increases are only contemplated after careful consideration of the need and impact. The National Board believes that the existing threshold set by the National Council in 2020 remains appropriate and that reducing that limit would unnecessarily hinder the organization's ability to meet future challenges.

PROPOSAL 3

Preservation of Girl Scout Leadership Experience Relating to the Entrepreneurship Program

Submitted by

Girl Scouts of Kansas Heartland and 25 additional councils.

Proposal

A motion to amend the GIRL SCOUT TRADEMARK section of the *Blue Book of Basic Documents* by adding the following:

Current Wording	Proposed Amendement	If Adopted, Will Read
GIRL SCOUT TRADEMARK Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale[2], including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale[3] by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items. [2] "Resale" is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales. [3] "Non-resale" is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.	GIRL SCOUT TRADEMARK Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale[2], including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale[3] by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items. **GSUSA, along with its alliances and relationships with corporations and businesses, shall not sell, license or otherwise provide for sale any food product bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council.** [2] "Resale" is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales. [3] "Non-resale" is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.	GIRL SCOUT TRADEMARK Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale[2], including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale[3] by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items. GSUSA, along with its alliances and relationships with corporations and businesses, shall not sell, license or otherwise provide for sale any food product bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council. [2] "Resale" is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales. [3] "Non-resale" is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.

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RATIONALE FOR PROPOSAL 3

What is the issue the discussion topic or proposal is trying to address?

Girl Scout youth participating in the Entrepreneurship Program, as an element of the acclaimed Girl Scout Leadership Experience, are experiencing undue competition from GSUSA and their relationship with corporations and businesses. GSUSA is receiving royalties from food products sold by retailers during the same time period as Girl Scout youth are selling products as a part of the Entrepreneurship Program. Girl Scout youth are put into situations with consumers whereby the youth are expected to answer questions or respond to comments about Girl Scout cookie-inspired products and the cost comparison to Girl Scout Cookies.

Girl Scout councils and their established alliances with businesses in local jurisdictions are experiencing competition from GSUSA and their relationship with corporations and businesses when Girl Scout cookie-inspired food products are promoted, especially during the Entrepreneurship Program sale.

GSUSA is not upholding the guiding principles of cause-related marketing (*Blue Book*, page 19) which includes "• program activities will be enriched; and • the integrity and financial well-being of GSUSA and Girl Scout councils will be maintained or enriched".

GSUSA is receiving financial gain by producing commercial competition with the girl entrepreneurship program to the detriment of the girl program and councils, and GSUSA is reducing the financial well-being of the councils through competition of council's local marketing partnerships. GSUSA's commercial competition is not upholding the Girl Scout Law as it is not fair or being a sister to the girls or councils. Furthermore, the competition from GSUSA creates barriers to Councils for meeting the CRITERIA AND STANDARDS FOR AN EFFECTIVE GIRL SCOUT COUNCIL (*Blue Book*, Mission Delivery, Standards 1 and 3, page 29) as the Girl Scout Leadership Experience positive girl outcomes are diminished, and it creates barriers to meeting the needs and interests of girls in the jurisdiction.

Are there other ways to address this issue?

An alternative way to address this issue is for Girl Scouts of the United States to provide an equal revenue share of royalties gained through cookies and other food products to councils, so councils can meet the needs of the girls. The royalites could be divided equally by the total number of councils participating in the entrepreneurship program plus GSUSA. Consumers currently have a misperception that they are contributing to local Girl Scouts when purchasing Girl Scout Cookie flavor-inspired products.

How does this proposal improve Movement governance or policy? OR how does this discussion topic inform Movement strategy?

This proposal strengthens policy by protecting the financial stability of individual councils while fully promoting the Girl Scout Leadership Experience.

It is directly related to the Movement strategy of financial stability for GSUSA and all councils.

Does this agenda item have Movement-wide significance? Does it apply to all councils?

This proposal has Movement-wide significance as it protects the Girl Scout Leadership Experience provided locally through the Entrepreneurship Program.

Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?

This proposal needs to be addressed at the NCS 58 as council financial stability has been greatly impacted due to the GSUSA membership dues increases for which councils are paying financial assistance for girls to participate in Girl Scouting while trying to maintain quality Girl Scout Leadership Experience programs; GSUSA continues to increase the commercialized competition for girl cookie, nut and candy sales; national consumer trends include lowered cookie and snack sales as a part of what is referred to as the "Ozempic Effect" for weight-loss; and girls at cookie booths have to provide customers the reason why purchasing a package of Girl Scout Cookies is more beneficial than purchasing a cookie-inspired product.

FINANCIAL IMPLICATIONS

The potential financial impact to GSUSA and councils has not been determined and cannot be projected as increased details of royalty agreements have not been made public.

GSUSA's 990 through 9/30/2023 indicated $10,353,004 in royalties received during the fiscal year and commission expenses of $1,038,901. The 990 through 9/30/2022 indicated $10,579,898 in royalties received. The 990 through 9/30/2021 indicated $9,605,776 in royalties received. There is no break-out of what royalties are secured through food related products or sales occurring specific times of the year.

The financial impact on councils is directly related to reduced/strained local partnerships and the reduction in girls' product sales. This financial impact is difficult to quantify across all councils.

An actual example of future potential negative financial impact to a local council is through competition created by the national partnerships with Andy's Frozen Custard and Wendy's for frozen ice cream shake products. The direct competition is with a local partnership where Thin Mints cookies are purchased from the council and are used in a restaurant shake. The competing national partnerships resulted in lowered local restaurant sales contributing to future lowered cookie sales through the council and reduced local Girl Scout marketing. The national competition also created ill-will that the council had to navigate by detailing the partnership entered into by GSUSA.

RECOMMENDATION OF THE NCSAT

The NCS Advisory Team considered this an operational proposal related to complex contract law which would require significant delegate education to ensure that delegates were able to make informed decisions during the NCS. The NCS Advisory Team did not recommend placement on the 58th NCS Agenda.

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RECOMMENDATION OF THE NATIONAL BOARD

GSUSA is committed to ensuring financial stability for our Movement. This includes supporting our entrepreneurial programs, which largely generate the revenues that support local Girl Scout troops and councils *and* national licensing product revenue that fund national program resources, which in turn are used to support the Movement overall.

The proposal would jeopardize the cookie and fall product programs, negatively impacting each council, Girl Scouting's brand strength, and ultimately the Movement the proposal seeks to protect.

In making its recommendation, the National Board carefully reviewed the Council Support Survey and the recommendation of the NCS Advisory Team. The council survey revealed that more councils opposed the proposal's inclusion on the NCS agenda than supported it (the proposal did meet the minimum number of votes requiring it to be addressed at NCS or in advance of placement on the NCS agenda).

Given these and other legal and economic risks detailed below, the board opposes the proposal.

There are several consequences to restricting licensing, but perhaps the most damaging is that it weakens our Movement's ability to stop others from profiting from our valuable Girl Scout name, including cookie trademarks.

Limiting trademark licensing creates perceived gaps in the marketplace that invite copycats and infringers to exploit "unclaimed" product categories. By remaining active in multiple product categories, including food and beverage, GSUSA preserves the strength and enforceability of its trademarks. Through licensing, GSUSA has extended its rights beyond cookies, allowing us to challenge infringers in adjacent food categories and prevent misuse of our iconic brands. Exiting the food and beverage market would reduce the reach and strength of our trademarks, making them harder and more costly to defend over time. To effectively protect our marks from commercial exploitation, GSUSA must retain the freedom to use and license them. Expanding the reach of our trademarks—not shrinking it—is the most effective way to maintain control across channels and categories.

Also, as written, the proposal could be interpreted to prevent GSUSA from licensing cookie names to our bakers, which would in turn prevent bakers from selling Girl Scout Cookies and product program items to councils. Ironically, the very program the proposal aims to protect could be put at risk. These risks were shared with the originating council before the 58th NCS Agenda was finalized. Additionally, this proposal relates to complex areas of contract and Intellectual Property (IP) law, which GSUSA's legal team carefully drafts based on deep knowledge and experience in this area of the law to ensure the Movement's interests are protected. In addition to potentially prohibiting the cookie program, the proposal's open-ended language invites amendments that could introduce unintended legal consequences. Drafting legal contract language through National Council debate introduces significant risk for the organization and should not take place on the NCS floor.

The proposal directs GSUSA and its partners to, "not sell, license or otherwise provide for sale any food product bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council." As GSUSA shared in its report back to delegates on the December 2025 Secure Tomorrow Discussion topic, this proposal would severely limit GSUSA's ability to license food and beverage products at any time. GSUSA works with the companies that manufacture the licensed products—and retailers ultimately control the timing of product sales. It is impractical and unrealistic to expect that GSUSA can negotiate sales-timing restrictions with a licensee and any attempt to do so would severely curtail GSUSA's ability to find licensing partners willing to operate under restrictions that conflict with their market realities, unintentionally forcing us to exit this market. Furthermore, this language is broad enough that it could also negatively affect fundraising efforts for both GSUSA and councils, including cause-related marketing partnerships[1] (e.g., "When you buy X, $Y benefits GSUSA or XX Council") with food-industry partners, where the Girl Scout name is used to designate GSUSA or a Girl Scout council as the beneficiary of a product sale. It would also jeopardize other Product Program local revenue generating opportunities, including pairing events and similar collaborations that many councils rely on to support local programming and operations.

[1] Any fundraising events must comply with GSUSA and *Blue Book* licensing provisions.

The National Board also recognizes that restricting our licensing program undermines our ability to deliver on Vision 2030. Licensing supports the strategic pillars of Vision 2030, such as Amplify Impact and Secure Tomorrow. It is not just a revenue stream; it is a brand-building strategy that strengthens awareness of Girl Scouting and generates resources for the Movement. Today, GSUSA's licensing program currently contributes approximately $5 million in revenue annually which GSUSA reinvests into programs available to every girl in our Movement, including updating our programs for girls, the Girl Scout Experience Box, national recruitment campaigns, and operational and program support to every council, including support for our Movement's entrepreneurship programs. Imposing permanent licensing restrictions through the *Blue Book* prevents flexibility in how we use licensing to support our Movement strategy for future growth. As shared in response to questions raised in the December 2025 Secure Tomorrow discussion topic, while GSUSA continues to pursue licensing partnerships with non-food brands, these arrangements are more complex, harder to secure, and unlikely to generate enough revenue to replace lost food and beverage-based partnerships.

Also, the proposal rationale assumes the availability of Girl Scout Cookie–inspired food and beverage products undermines troop cookie sales. As we shared in the report out of the recent independent market research, licensed products actually increase brand awareness and positively influence consumers' decision to buy Girl Scout Cookies. The data does not support that there is a negative correlation between licensing revenue and cookie sales. Additionally, the originating council has not provided any evidence to support the claim that licensed product sales reduce troop cookie sales. In contrast, GSUSA routinely conducts market research to assess the impact of licensing, and this research indicates a positive correlation between licensed products and cookie purchases. Research found that respondents who were aware and/or purchasing Girl Scout licensed products, regardless of category, had stronger brand connection and behaviors and are more likely to buy Girl Scout Cookies in the future. Therefore, removing GSUSA's ability to license these products may harm girl's cookie sales and lower awareness of Girl Scouts' mission among the public. The board appreciates that troops may experience challenges while selling cookies, including instances when customers comment on our licensed products. However, the research data doesn't support the claim that anecdotal cookie booth experiences reflect a national trend.

The proposal could also create immediate contractual exposure. GSUSA has binding agreements with food and beverage licensees, and a blanket prohibition would likely conflict with these obligations. This could create contractual risks, including the possibility that licensees assert claims or remedies which GSUSA would need to manage, including damage to GSUSA's reputation as a reliable partner. Licensing relationships take months or years to develop, and licensees invest significant resources in these collaborations to create not only the product but a fully integrated marketing campaign that marries the best of each brand. A pause or early termination, even if temporary, could discredit GSUSA in the marketplace, making future licensing opportunities, whether in food or non-food, more difficult to secure.

The intellectual property (IP) GSUSA owns in cookie-related names and flavors is a significant asset for the Movement—in terms of the general public's awareness of our organization, and as a community-based source of revenue. This proposal prevents GSUSA from using this asset to support our shared mission and, as worded, jeopardizes the Movement from operating the cookie and fall product programs and other relationships. The complexities of IP and contract law mean that amending the proposal during NCS debate presents significant risk for the Movement. Therefore, the National Board recommends that delegates reject the proposal.

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58th National Council Session

A Guide to Participating in the National Council Session

The questions and answers below provide a quick guide to understanding the National Council and how to participate in the 58th National Council Session.

More detailed information about the National Council's responsibilities, eligibility requirements, composition, size, and how and when its meetings are held can be found 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*. This guide is meant to supplement, not replace or supersede those governing documents.

What is the National Council?

The National Council is a group of Girl Scouts charged with giving broad policy direction regarding the future of the Girl Scout Movement in the United States.

Who is in the National Council?

- 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

How many delegates are in the National Council?

The National Council includes a maximum of 1,500 people, with at least four-fifths of the members from local councils and from USA Girl Scouts Overseas. You can find the formula that determines the number of delegates each chartered council and USA Girl Scouts Overseas may send to the National Council Session in the *Blue Book of Basic Documents.*

What does the National Council do?

Every three years, the National Council holds a National Council Session. At the National Council Session, the members of the National Council elect officers, members of the National Board, and National Board Development Committee; act on proposals; receive reports from the National Board; and give general guidance to the National Board about the Girl Scout Movement.

How should National Council Members prepare for the National Council Session?

Being prepared means understanding (1) the rules that will apply to conducting business, (2) the votes that will be taken, and (3) how to participate effectively. To prepare, you should:

- read the *National Council Session Alert* and this Workbook;
- attend or watch the recordings of the delegate education webinars;
- learn parliamentary procedure basics through on-demand training and by attending or watching the recordings of the live webinars;
- interact with other delegates on the delegate website;
- ask the members of your council what they think about the discussion topics and proposals; and
- develop a posture of curiosity that leads to good decision making.

How should National Council Members participate in the National Council Session?

"To put yourself in another's place requires real imagination, but by doing so each Girl Scout will be able to live among others happily." —Juliette Gordon Low

Using the Girl Scout Law as your guide . . .

Be honest and fair.

- Decisions at the National Council Session are made by following the rules in *Robert's Rules of Order Newly Revised* (12th edition) and the National Council Session standing rules (see page 61).
- The National Council Session follows these rules so that it can make decisions in a way that balances efficiency and fairness. You can learn more about these rules on pages 60–62.

Be friendly and helpful.

- Take your seat with your delegation promptly and wear your delegate badge to all events so that everyone knows you are the right person, in the right place, at the right time.

Be considerate and caring.

- Approach microphones with a measured pace to avoid inadvertently cutting off your sister Girl Scouts.
- Ask for assistance if needed. GSUSA will provide volunteers to support you if your disability impairs your ability to stand on line or to speak in debate. If you require an accommodation, please contact BoardOffice@girlscouts.org to discuss how we can support your needs.
- Be discreet with snacks, food, and drinks, which must be in a closed container and inconspicuous and unobtrusive in the way they are carried, stored, and eaten. Consider whether items have a strong smell or may trigger allergies for other attendees. Remove all trash at the end of each session.
- Consider that some members may have sensitivities to strong fragrances that cause migraines or allergic reactions. Keep this in mind when choosing scented products.

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Be courageous and strong.

- Share your views bravely.
- Ask questions when you don't understand.
- Cast the vote you want to cast, not the vote anyone else wants you to cast.

Be responsible for what I say and do.

- Pause before you speak. Ask yourself what you are trying to say, specifically.
- Consider what message your body language is sending, even if you are silent.

Respect myself and others.

- Assume that each person has good intentions. Frame differences as differences of ideas and perspectives.
- Adopt a posture of curiosity and listen carefully to each speaker. Try to understand their perspective even if you don't immediately agree with it.
- Our rules balance efficiency and fairness. Your personal views may not align with the group's views. Learn to respectfully engage in the process, using your voice and vote to move the group forward without criticism of other delegates.

Respect authority.

- Follow the laws of the District of Columbia and the rules of the convention center.
- Follow the directions of GSUSA staff and volunteers, the presiding officer, and the microphone monitors.

Use resources wisely.

- If you come to a debating microphone, do so with an informed, thoughtful perspective.
- Consider whether the point you wish to make has already been made, and if so, avoid repetition wherever possible.
- Use the motion forms provided.
- Come to the interrupting microphone only if you want to make a motion that can legitimately interrupt business. See the on-demand parliamentary procedure training on the delegate website to learn more.
- Make a Request for Information only if you have a question that (1) isn't already answered in this Workbook or the Q&A documents published before the National Council Session and (2) hasn't already been asked during debate.

Make the world a better place.

- Speak with a perspective and tone that respectfully and gently informs and persuades.
- Always act with a 'Movement mindset'—a consideration of what is best for our Movement rather than for an individual community or council.

Be a sister to every Girl Scout.

- Cultivate a genuine interest in others and the ability to view any idea from a perspective other than your own.

NCS Standing Rules

Introduction

The NCS Advisory Team solicited delegate input on the draft standing rules and appreciates the comments provided. Delegate feedback was reviewed by the NCS Advisory Team, and the revised rules were reviewed by the NCS parliamentarian.

Amendments

- Delegates asked whether amendments to correct grammar, spelling, and punctuation that change the meaning and interpretation of a proposal should be allowed.
- Standing rule 2.c provides this clarification.

Debate

- Delegates sought to ensure sufficient opportunity to debate motions, including proposals, before the making of a motion to close debate (previous question).
- Standing rule 3.e provides this clarification.

National Member Comfort

- Delegates sought clarification around the rule prohibiting delegates from wearing products with fragrances, specifically about how such a rule would be monitored and enforced.
- Standing rule 7.b was edited to remove the rule about fragrances. Understanding rule 7.a, delegates may address the ushers regarding matters of comfort, including sensitivity to strongly scented fragrances.

Supporting Delegates with Disabilities

- Delegates raised concerns about how delegates with mobility restrictions are able to participate in debate due to the need to move to a microphone and stand in line.
- It was determined that in order to maintain flexibility in how to most effectively support delegates, this item should not be included in standing rules. Delegates are encouraged to contact the Board Office in advance of the National Council Session to discuss accommodations which support their needs.

Delegate education on parliamentary procedure and the ability to practice debating and voting was included in the parliamentary procedure webinars.

The National Council formally accepts the standing rules by vote at the National Council Session in July.

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PROPOSED 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 after completing a delegate change form at the Credentials Registration Desk.
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 and spelling or to correct punctuation that does not change the meaning of a sentence are out of order. The CEO and National Board Chair may make any such necessary changes.
3. **Debate**
   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 motion form submitted.
   b. Each National Council Member may speak two times on each motion, following self-identification, for up to two minutes each time.
   c. The following groups are each limited to four speeches on the same side of a motion: (1) the past presidents, (2) the National Board and National Board Development Committee, and (3) each council.
   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 on any motion until at least four National Council Members have spoken in debate on that 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.
   g. If the National Council Session recesses while a motion is on the floor, all microphone debate queues shall be cleared at the start of the recess and reopened by a presiding officer following the recess. National Council Members may not reserve a place in a queue during the recess and may rejoin a queue only after a presiding officer states that the queues are open.
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 Washington 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.

f. For any election that includes a nominee from the floor, the tellers and presiding officer shall report only the name of the individual elected, not the number of the votes received. Complete results of any such election shall be reported in the minutes of the National Council Session and posted in the Registration Area.

6. Minutes

a. The National Board of Directors is the 2026 National Council Session Minutes Approval Committee, authorized to approve and distribute the minutes of the National Council Session.

7. National Council Member Comfort

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

b. Objects that obstruct a delegate's ability to see the stage shall not be displayed in the meeting room.

8. Electronic Devices

a. Electronic devices must be silenced, and no National Council Member shall use any electronic device to make a video or audio recording of any part of the National Council Session, except as authorized by the GSUSA National Board.

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A Quick Guide to Decision Making at NCS

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

The National Council makes decisions by voting on proposals that are included 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?

The National Council makes decisions by voting on motions. "Proposal" is just another word for a main motion.

What is a motion?

A motion is a 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?

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!"
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.

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 the appropriate pro or con 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 speakers at the pro and con microphones.

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.

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.

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A Chart of Secondary Motions

Secondary motions are motions that generally focus on procedure and process rather than on substance. Secondary motions are often made while a group is discussing a main motion. For more information on how secondary motions work, see the on-demand parliamentary procedure training on the delegate website.

#	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

Credentials Report

Voting Members	Meeting 1 Monday, July 20	Meeting 2 Tuesday, July 21	Meeting 3 Wednesday, July 22
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			

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Notes

Notes




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