



March 2013

National President's Report



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Letter from the President

Happy 101st Birthday, Girl Scouts! When we turned 100 years old in 2012, we observed our centennial with a celebration worthy of our proud legacy and the visionary leadership of Juliette Gordon Low. We now begin our new century of service to girls with tremendous energy and momentum.

Our sights are set on the important goal of raising a billion dollars as part of our Campaign for Girls, and increasing our membership by a million members so that more girls can enjoy all of the benefits of Girl Scouting. These are just two of the substantial initiatives that will drive our Movement to new heights. Girls are the key to our nation's future and

no organization has a more important role to play in ensuring that young women realize their full potential than Girl Scouts.

The opportunities for Girl Scouts is tremendous in the years ahead; together, we will endeavor to reach more girls, and to position Girl Scouts as an influential thought leader by engaging the nation on issues from leadership to youth development, bringing the subject of girls to the forefront of the national dialogue. It is up to all of us in Girl Scouting to ensure that we seize those opportunities. While it is early in the calendar year, you will read in the pages that follow all of the activity taking place in the first quarter, including: National Girl

Scout Cookie Day on February 8; observing World Thinking Day on February 22; and a celebration of the minting of the Girl Scout Silver Dollar on February 28.

Our year is off to a terrific start! Thank you for continuing to lead on behalf of girls everywhere, and I look forward to a year filled with ever increasing opportunities to serve with you as we seek to make the world a better place.

Yours in Girl Scouting,

Connie L. Lindsey
Connie L. Lindsey
National President



Actions Taken by the National Board of Directors

At its meeting held January 25, 2013, the National Board of Directors took the following actions:

AUDIT REPORT

- Adopted the report of auditors Grant Thornton LLP and Milligan & Company, LLC for the fiscal year ended September 30, 2012.

APPOINTMENT OF AUDITORS

- Appointed Grant Thornton LLP and Milligan & Company, LLC as auditors for the fiscal year ending September 30, 2013.

THE NATIONAL BOARD ALSO ADOPTED THE FOLLOWING:

- Authorization for the National President to execute the consent to action regarding annual election of directors and officers of New York Girl Scouts, Inc., a legal entity created to hold property owned by GSUSA in New York State.
- Re-nomination of Mary Ellen Snow to serve on the board of directors of the World Foundation for Girl Guides and Girl Scouts, Inc. for a three-year period.
- Appointment of Linda P. Foreman to represent and to act for Girl Scouts of the USA at the annual meeting and any special meetings of members of the World Foundation for Girl Guides and Girl Scouts, Inc. through December 31, 2013, or until a successor is authorized.

- Appointment of the Girl Scouts of the USA Delegation to attend the WAGGGS Western Hemisphere Regional Conference, to be held in July 2013 at Our Cabaña, in Cuernavaca, Mexico:
 - o Sharon Matthews, Girl Scouts of the USA International Commissioner, and member of the Girl Scouts of the USA National Board of Directors
 - o Anna Maria Chávez, CEO, Girl Scouts of the USA
 - o JoAnne “Joey” Rosenberg, Volunteer, Girl Scouts of Greater Atlanta (Georgia)
 - o Mary Vitek, CEO, San Jacinto Girl Scout Council (Houston, TX)
 - o Francis Montes de Oca, Manager, Hispanic Initiative, Girl Scouts of the USA
 - o Sandy Thomas, Vice President, Global Girl Scouting, Girl Scouts of the USA

Please note: A separate packet of information was distributed to Girl Scout council leadership inviting participation in the agenda development process for the 2014 Girl Scout National Council Session, to be held in Salt Lake City, Utah, October 16-19, 2014.

CEO Management Report

The CEO Management Report for FY2012 was reviewed by the National Board. The following are highlights from that report:

- Engaging council partners to further our goal of growing girl and adult volunteer membership. Recently completed Act Now conferences helped staff members and volunteers begin to activate three membership growth strategies: Girls K-5 in troops; Hispanic girls and Moms K-5; and middle school girls through our new bully prevention series, Be a Friend First.
- Holding a council CEO/COO Work Session in Phoenix, Arizona to address some of our Movement's biggest strategic challenges and opportunities on March 20-22, 2013.
- Engaging new funding partners in building our fundraising capabilities, including our nascent direct response program.
- Raising the profile of the Girl Scout program and cookie sale through the unveiling of our new cookie box, which was our first Movement-wide marketing campaign and kick-off on February 8—National Girl Scout Cookie Day.
- Continuing our Customer Focus Forward work, and engaging our membership in the transformational change to better enable us meet our goals of serving more girls, better.
- Introduced our new Chief Information Officer—Maggie Miller—to the National Board.



CEO Management Report *(Continued)*

TECHNOLOGY

E-commerce Platform

In December 2012, Girl Scout Merchandise (GSM) went live with a national retail e-commerce platform and mobile solution for councils and GSUSA that leverages a single distribution model and standard web tools. Benefits of this platform for councils and GSUSA are:

- Allows introduction of a revenue sharing program with a council for sales generated in its territory, while implementing consistent branding across all council web pages.
- Allows us to gather more data on our customers and bolster our marketing capabilities, which can be leveraged for Movement-wide objectives.
- Gives all councils ecommerce capability—each individual council will have its own home page and the ability to sell both GSM and council-specific products.

PROGRAM AND MEMBERSHIP

ACT NOW 2012: Soaring Into Our Second Century for Girls!

GSUSA held seven Act Now conferences for council volunteers and staff in six cities in October and November 2012. In all, some 1,310 staff members and volunteers from 110 councils attended the conferences.

Be a Friend First

The Act Now conferences marked the official launch of the innovative bullying-prevention/relational aggression initiative for middle school girls entitled Be a Friend First (BFF).

EXTERNAL FOCUS

Social Media Leadership Award

Girl Scouts was selected as the Overall Grand Champion of the 2012 Social Media Leadership Awards in November 2012, the first global competition to honor organizations that have overcome challenges through the use of social media.

Girl Scout Cookie Box Redesign

In October, we unveiled a new look to all cookie packages. Packaging reflects the revitalized Girl Scout brand, and tells the story of the five critical skills that the Girl Scout Cookie Program teaches girls. Content also solicits stories from alumnae.

Girl Scouts of the USA Centennial Silver Dollar

National Board President Connie L. Lindsey and CEO Anna Maria Chávez unveiled the United States Mint's designs for the commemorative coin at an event in Dallas, in advance of the opening of the National Girl Scout Centennial Exhibition at the State Fair of Texas in September 2012. Sale of the coin began on February 28, 2013. Please click [here](#) for more information.

Customer Focus Forward (CFF)

As you know, we have been building towards implementing a fundamentally new and dynamic way of thinking about how we work at GSUSA—"Customer Focus Forward" (CFF). The next stage of the transformational change effort begun in 2005 across the Movement, our environmental scan last year made it clear that we at GSUSA need to better serve our customers to better serve girls. Guided by the core Girl Scout principles, including being honest and fair, GSUSA staff have been co-designing with others from across the Movement a deep, systemic change in our structure.

Campaign and Fund Development

The National Board was fully updated by First Vice Chair Davia Temin, who also serves as chair of the Fund Development Committee, on the Campaign for Girls, the comprehensive \$1 billion campaign that will advance our core leadership work and build a culture of philanthropy across the Movement.

HIGHLIGHTS:

- Estimated contributed revenue from councils and GSUSA to date totals \$220,000,000 toward the \$1 billion Movement-wide goal.
- These totals, reflecting funds raised in FY11 and FY12, include what are believed to be the first outright gifts of

\$1 million or more made by individuals and families to councils in the history of the Movement. This is an exciting milestone in our efforts to build a tradition of major support for Girl Scouting from individuals.

- National Board leaders are actively engaged in opening doors and advancing strategic relationships for GSUSA and the Movement; in FY12, the National Board also recorded its highest level of board member giving in GSUSA's history.

The national organization will continue working collaboratively with councils to advance fundraising efforts across all major

channels—corporate, government, foundation, individual, planned giving and direct response. Campaign revenue projections were shared for GSUSA's \$100 million campaign goal, which indicate that corporate partnerships are expected to comprise the largest revenue stream for the Campaign for Girls. This requires stronger brand positioning and the development of more robust marketing assets for corporate sponsorship. GSUSA is continuing to strengthen its Fund Development infrastructure and staff in order to partner more effectively with councils, better lead and serve the Movement, and meet its own campaign goals.



Treasurer's Report

Treasurer Joan Wagnon reviewed the financial report for the three months ended December 31, 2012, with the National Board.

- First quarter membership, while running ahead of last year, is about \$0.5 million off the pace for the two percent membership increase budgeted for fiscal 2013.
- Girl Scout Merchandise sales are down this first quarter and net income trails the budget by \$1.7 million. A delay in implementing the new national ecommerce platform in December contributed to the shortfall. GSUSA is looking to future months to make up lost merchandise business.
- Lower spending currently offsets the lower revenue so that overall results are about \$1.0 million favorable to budget.

Ms. Wagnon also referred to state-required annual reporting about the administration of permanently restricted endowment fund assets, noting that original value of donor-designated endowment gifts have been preserved and GSUSA is in full compliance with the law.

A report was given on the funded status of the National Girl Scout Council Retirement Plan and the GSUSA Retirement Plan as of September 30, 2012. We are working with the actuaries and investment consultant to identify a forecasted range of funding requirements, and are partnering with the Pension Advisory Committee to communicate with councils and co-create solutions to close the gap.

Please note that our Auditors rendered a clean and unqualified opinion upon examining GSUSA's books and records for the year ending September 30, 2012. Girl Scouts continues at the top relative to peer membership organizations, and in a great position relative to the sector—in the Forbes List of Top 200 Not-for-Profit Organizations.

A presentation based on the compilation of 2011 audited financial results of all 112 councils was shared with the Board, augmented by council survey results from a survey taken in December. The overall trend is for continued improvement in the combined financial condition of all councils. More councils reported revenue growth and breakeven or surplus operating results. In addition, about 63 percent of councils reported six months or more of operating reserves at the end of 2011.

Executive Recognitions, Awards, and Acknowledgements

First Vice Chair Davia Temin has been named to Trust Across America's 2013 list of the Top 100 Thought Leaders in Trustworthy Business Behavior. Further congratulations are in order for Davia Temin who has the honor of being featured in an upcoming book by Pamela Ryckman called *Stiletto Network*.

NATIONAL BOARD MEMBERS:

Mónica Gil was honored at the Hispanic Scholarship Fund's Hall of Fame gala in New York, on October 17, 2012. The fund is the nation's leading organization addressing educational opportunities for Latinos and is dedicated to ensuring that Latinos have access to higher education.

Kathy Hopinkah Hannan received the YWCA Metropolitan Chicago's 2012 Outstanding Leader Business Award on October 24, 2012.

Barbara Krumsiek received the 2012 Botwinick Prize in Business Ethics in Washington, DC on November 26, 2012. The prize recognizes an outstanding leader who exhibits the highest standard

of ethical conduct in business or the professions.

Cyma Zarghami was selected as one of the top women in Entertainment in 2012, by The Hollywood Reporter. She was also honored at the December 7, 2012, March of Dimes annual luncheon as the Inspiring Woman of the Year for her accomplishments as a leader in the entertainment industry and as a dedicated mother of three sons.

Linda Descano received a Woman of Excellence—Community Service Award from the National Association for Female Executives (NAFE) in December. Linda also participated in a Women's Day magazine's: *Make it a Woman's Day 75th Anniversary* event, on October 5, 2012, in New York City.

Sylvia Acevedo and **Cathy Coughlin** joined Connie Lindsey and Anna Maria Chávez for a 100th Anniversary Gala in Dallas in September, 2012.

Cathy Coughlin also attended a ToGetHerThere launch at Girl Scouts-Texas Oklahoma Plains in Fort Worth, Texas in November, 2012.



Executive Recognitions, Awards, and Acknowledgements *(Continued)*

UPCOMING AWARDS AND RECOGNITIONS

On April 14, 2013, **Anna Maria Chávez** and National Board member **Linda Descano** will serve as honorary race chairs for the 10th Annual Women’s Half Marathon through New York City’s Central Park.

On April 18, 2013, **Anna Maria Chávez** will be honored by the Advertising Women of New York with the Changing the Game Award. Anna is being honored in the No Apologies category, for her boldness and determination in creating a whole new business model and marketplace opportunities for GSUSA. National Board member **Linda Descano** will also be honored with a Changing the Game Award in the Paradigm Shift category, which honors women who reinvent themselves by moving their careers in an exciting new direction.

On April 24, 2013, **Anna Maria Chávez** will receive the distinguished Excellence in Community Service Award from the Mexican American Legal Defense and Educational Fund (MALDEF). The award recognizes Anna’s years of commitment and service to the Latin American community, as exemplified by her efforts to engage Latina and Hispanic girls in the Girl Scout Movement.

On April 27, 2013, **Anna** will receive the 2013 Law College Association Award (LCA Award) from her alma mater, the University Of Arizona College Of Law. The LCA Award honors individuals who have demonstrated service to the profession of law and, as in Anna’s case, to society—through her work with GSUSA and dedication to our Movement.

