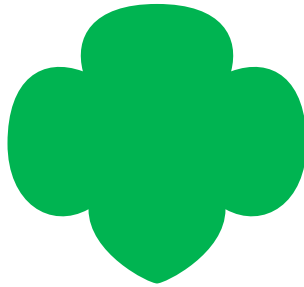


The background is a solid blue color with faint, stylized illustrations of a landscape. In the upper left, there are rolling hills or mountains. In the upper right, two hot air balloons are floating, each with a basket containing two figures. In the lower half, there are silhouettes of trees and a winding path or river.

**girl scouts** 

2023  
Stewardship  
Report



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





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# We Are Girl Scouts of the USA

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

## The Girl Scout Promise

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

## The Girl Scout Law

*I will do my best to be*  
honest and fair,  
friendly and helpful,  
considerate and caring,  
courageous and strong, and  
responsible for what I say and do,  
*and to*  
respect myself and others,  
respect authority,  
use resources wisely,  
make the world a better place, and  
be a sister to every Girl Scout.



# Letter from the National President and Chief Executive Officer



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

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



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

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

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

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

Yours in Girl Scouting,

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

**Bonnie Barczykowski**  
Chief Executive Officer  
Girl Scouts of the USA



# Part 1: Ensuring an Enduring Future for Girl Scouts



# Membership

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

In 2023, we have continued this recovery in both new girl recruitment and retention, with historically high retention rates at about 66%. Our new girl recruitment has grown 7%, with growth in Daisy (+18%) and Brownie (+9%) members particularly notable. We still see an opportunity in the coming year to continue the recapture of our Daisy and Brownie market share and build our pipeline of Girl Scouts.

## Paid Digital Marketing

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

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

## Starter Troops Initiative

The Starter Troop model continued to drive new volunteer recruitment.

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

## Membership and Program Training

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

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



# Public Affairs

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

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



## Partnership with the Executive Branch

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

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





## U.S. Congress

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

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

## Council Support

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

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





## Diversity, Equity, Inclusion, and Racial Justice

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

### Movement-wide Audit

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

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

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



## *Findings*

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

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

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

## *Recommendations*

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

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

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

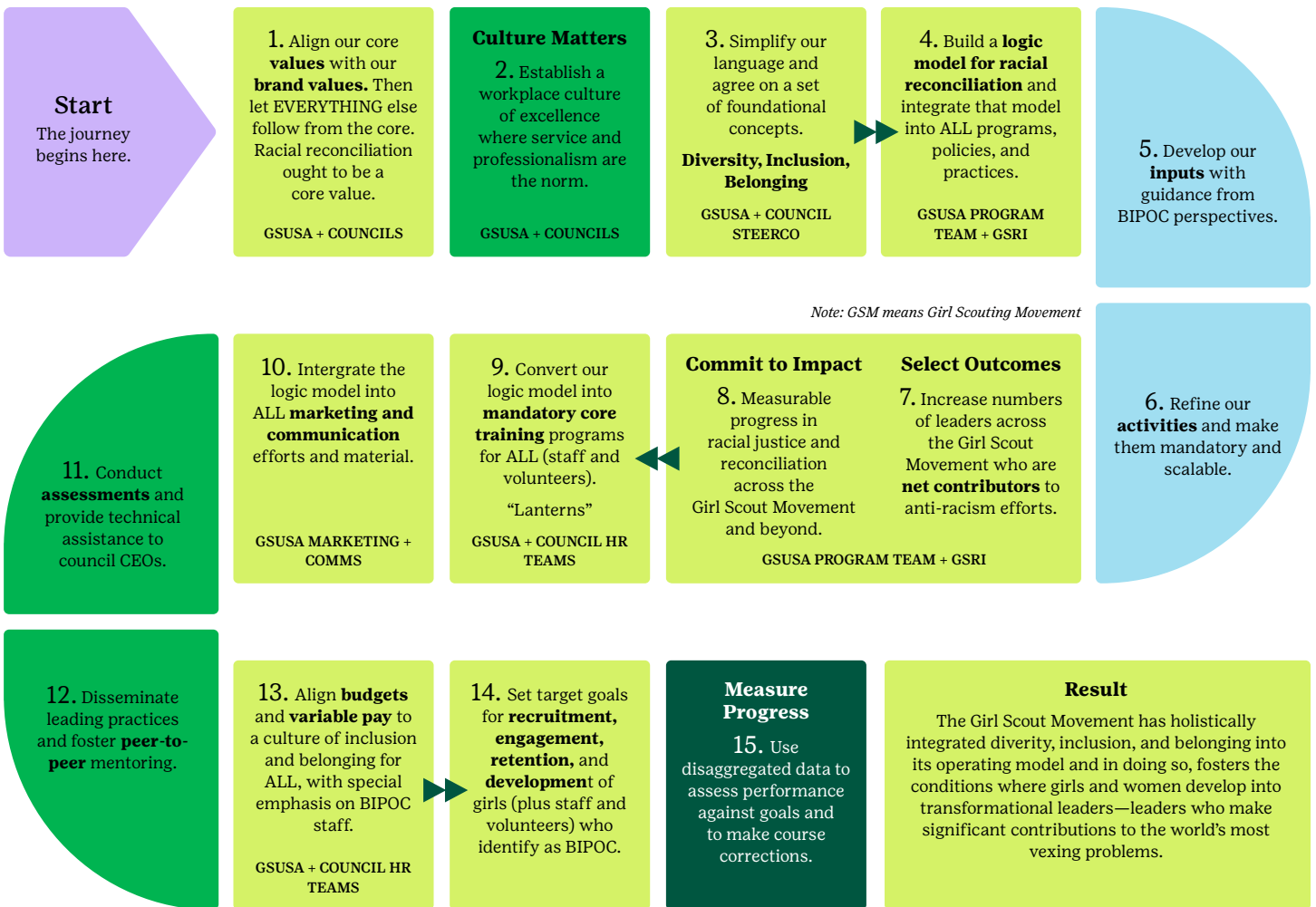
**Policies and Procedures:** We need to clarify our core values and align them with DEIRJ principles. This will be the foundation for determining the outcomes we want and the tools that help achieve them.



# Our Path Forward

Our DEIRJ road map lays out how to prioritize and plan for executing audit recommendations, which GSUSA is aligning with our Movement objectives and executing on. Our 2023 goals for DEIRJ are to develop our strategy, objectives, tools, and training and then measure their effectiveness across initiatives. We will continue to partner with the national Steering Committee to inform long-term DEIRJ strategy and goals and have engaged council DEIRJ practitioners to create a more structured approach for collaborating and to collect recommendations on opportunities for being more inclusive. Council leadership and DEIRJ practitioners will help inform tools and training to enhance Movement-wide outcomes. All this work will also inform our path forward.

## Recommended Road Map Building an Inclusive Infrastructure



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



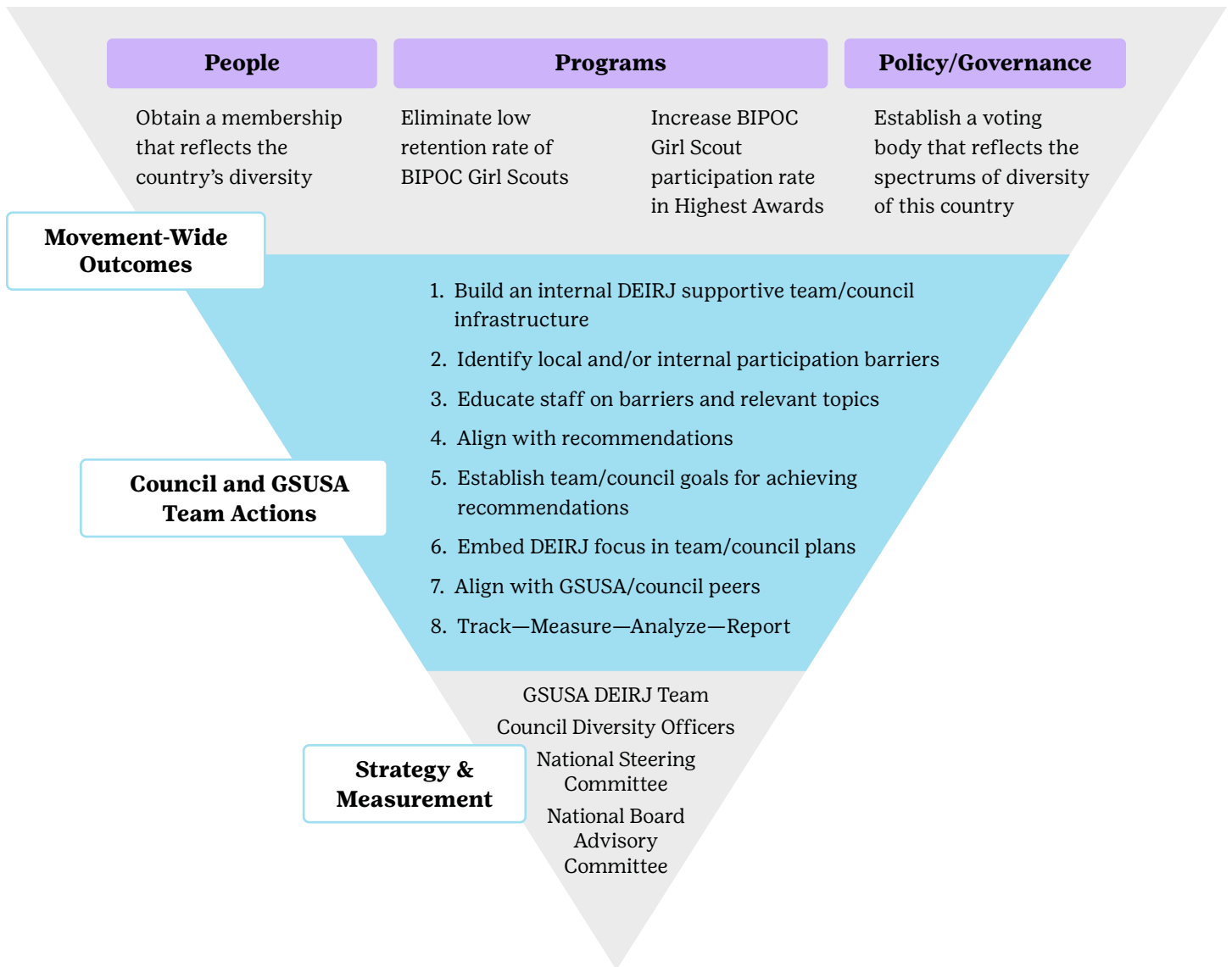
# Recommended Movement-Wide Objectives for Council and GSUSA Team Alignment

## Where We Are

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

## Where We Want to Be

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



# Part 2: Impact of Girl Scouting



# Programming

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

## Outdoors

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

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



# *Camp and National Property Strategy*

## **Camp Inclusion Study**

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

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

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

## **Department of Labor Partnership**

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

## **Support for Girl Scout Camp Professionals**

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

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





## DreamLabs

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

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

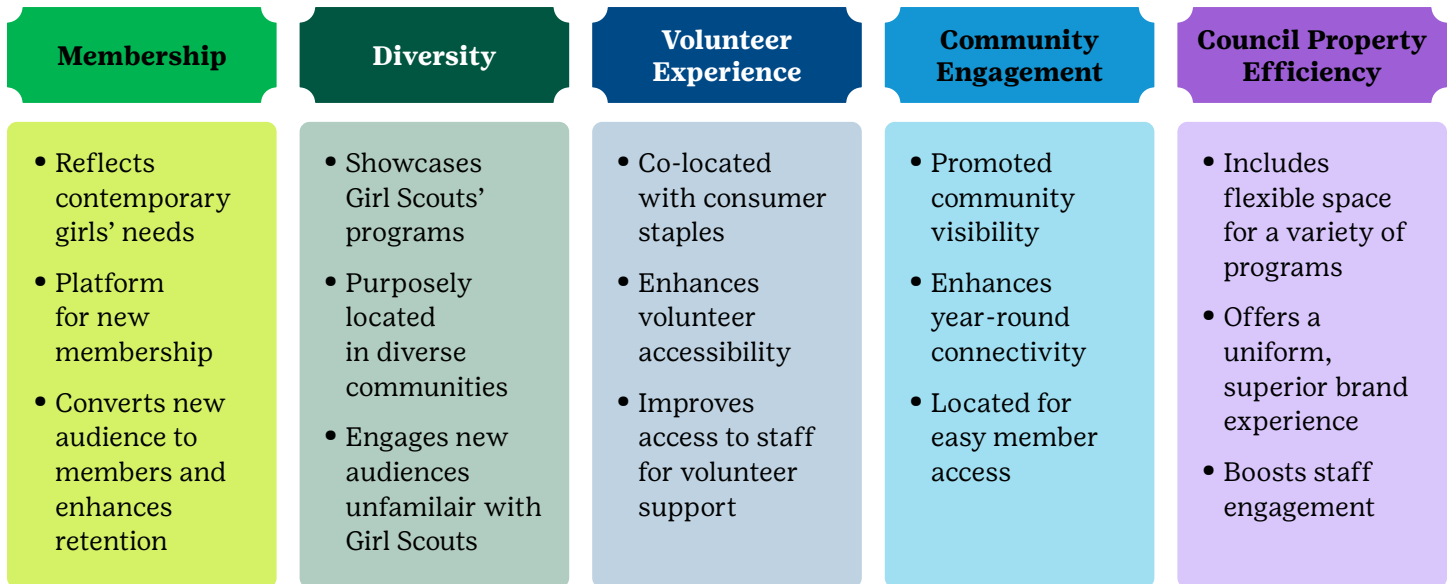
The DreamLabs concept was born with a vision of offering modern and engaging spaces that reflect the contemporary tastes of today’s girls. They provide a consistent and elevated brand experience across the Movement, increase connectivity to members and communities, provide visibility year-round, and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

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



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

## DreamLab Role in Advancing Council Property Strategy



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

## Life Skills

### *Mental Wellness*

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

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

### *Global*

#### **Commission on the Status of Women 2023**

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

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

#### **2022 International Day of the Girl**

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



## GSUSA Strategic Focus on Reimagining WAGGGS

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

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

### Travel

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

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

To encourage more troops to travel, we launched a new set of [girlscouts.org/travel](https://www.girlscouts.org/travel) web pages, including a map of 205 Girl Scout properties that troops or families can book while traveling—making trip planning easier for our members and driving bookings to council properties.

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

## Maker Badges

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



## STEM

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

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

## Entrepreneurship

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

## Older Girl

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

## *Girl Scout Advisory Board*

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



# Girl Scout Cookie Program

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

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

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

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

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



## Digital Cookie

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

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





Because  
of you  
she's got this.

## Volunteers

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

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



## Troop Year Plans

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

## gsLearn

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

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

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

## Daisy Badge Kits

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

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

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





## National Volunteer Partners

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

## Volunteer Systems 2.0

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

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

## Volunteer-Friendly Badges

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



# Our Gold Award and Other Highest Awards: Silver and Bronze

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

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

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

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



— PROUD —  
GOLD AWARD  
GIRL SCOUT



— PROUD —  
SILVER AWARD  
GIRL SCOUT



— PROUD —  
BRONZE AWARD  
GIRL SCOUT



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

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

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



# Part 3: Financial Report



# Economic Realities

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

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

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

## Financial Reporting Periods

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



# Financial Results—Balance Sheet

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

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

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



# Financial Results: Income Statement

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

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

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



# Philanthropy

## A Reflection on Fiscal Year 2023

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

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

Important highlights include:

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

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

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

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





# Fiscal Year 2022 Fundraising

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

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

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

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



# Support Provided by GSUSA to Girl Scout Councils

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

These include:

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



# National Girl Scout Council Retirement Plan (“NGSCRPlan”)

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

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

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

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



# Conclusion: Looking Ahead to 2024 and Beyond

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

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

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

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

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



# National Board of Directors

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

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

## National Board Officers 2020–2023\*

**Karen P. Layng, President**

Riverside, Illinois

**Jeanne Kwong Bickford, First Vice President**

Darien, Connecticut

**Noorain Khan, Second Vice President**

New York, New York

**Valarie Gelb, Treasurer**

Middletown, Rhode Island

**Ráchel Roché Walton, Secretary**

Jackson, Mississippi

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



## National Board Members-at-Large 2020–2023\*

**Mary Ann Altergott**

St. Louis, Missouri

**Beth Bovis**

Madison, Wisconsin

**Lorraine Hack**

New York, New York

**Vivette Henry**

Muttontown, New York

**Vidya Krishnan**

Richardson, Texas

**Rose Littlejohn**

New York, New York

**Sue Major**

Rancho Santa Fe, California

**Lydia Mallett**

Philadelphia, Pennsylvania

**Rumi Morales**

Oak Park, Illinois

**Ileana Musa**

Miami, Florida

**Debbie Nielson**

Ogden, Utah

**Marcus Peacock**

Washington, District of Columbia

**Ed C. Rastrelli**

Jacksonville, Florida

**Erika Rottenberg**

Palo Alto, California

**Trooper Sanders**

Philadelphia, Pennsylvania

**Earl Simpkins Jr.**

Dallas, Texas

**Zeta Smith**

Elkridge, Maryland

**Leslee A. Temple**

Black Mountain, North Carolina

**Cynthia Teniente-Matson**

San Antonio, Texas

**Diane Tipton**

Bethesda, Maryland

**Maryann Waryjas**

Burr Ridge, Illinois

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

**Felecia Gilmore-Long**

Lutz, Florida

**Robyn Ratcliffe Manzini**

Las Vegas, Nevada

**Wendy K. Venoit**

Walpole, Massachusetts

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





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