



Spring Delegate Council Meeting

March 19, 2025



Wifi password: **Welcome2GSEP**



Welcome!
Nicole LeVine, Board Chair



Opening Ceremony



The Pledge of Allegiance

**I pledge allegiance
to the flag
of the United States of America
and to the republic,
for which it stands,
one nation, under God,
indivisible,
with liberty and justice for all.**



Girl Scout Promise

On my honor, I will try:

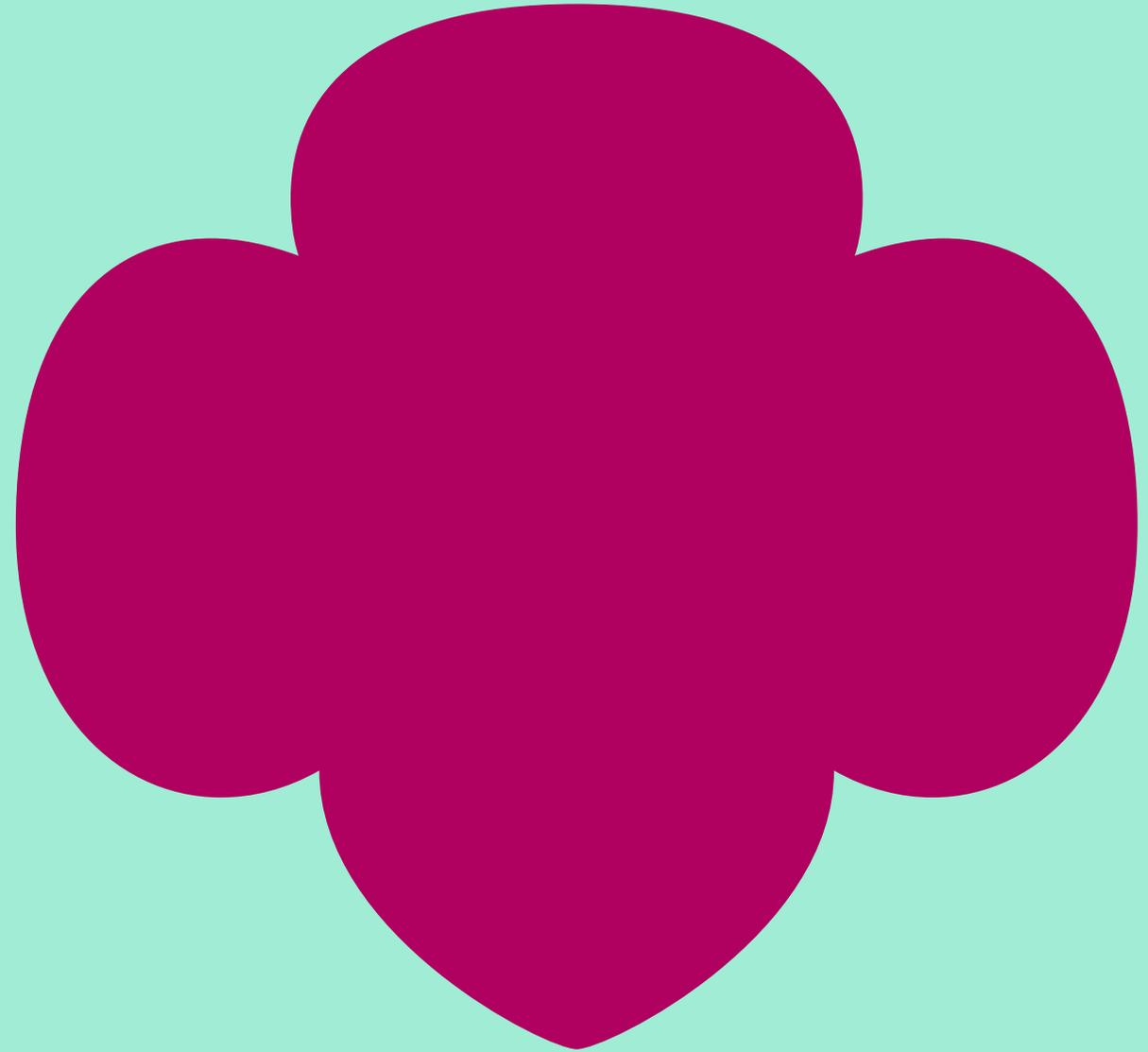
To serve God and my country,

To help people at all times,

And to live by the Girl Scout Law.

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.*





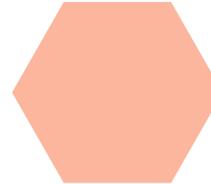
Mission Moment

Delegate Council Members

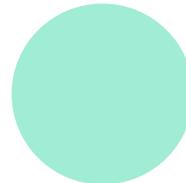
Nicole LeVine



Board of Directors



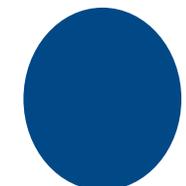
Girl Advisors to the Board



Board Development
Committee Members



Girl Delegates



Service Unit Delegates &
Alternates



Board Development Committee Update

Joann Gonzalez-Generals ,
BDC member

Board Development Committee

6 Slates:

- Board Officers
- Board Members-at-Large
- Girl Advisors to the Board
- Board Development Committee
- Girl Delegates
- 2026 National Council Delegation

51

applicants

*(23 girls;
28 adults)*

27

members

of the **2026 NCS Delegation:**
*19 NC Delegates +
8 NC Alternate Delegates*

10

girl members!

15-68

years old

6

are young adults
(18-29 years old)

1/3

of the
Delegation
are people
of color.

8 of our 9

counties are
represented!
*(All except
for Carbon)*

More than 1/2

will experience their

first National Council Session!

Stats

61

Applicants

32

Advisors

59

Delegates

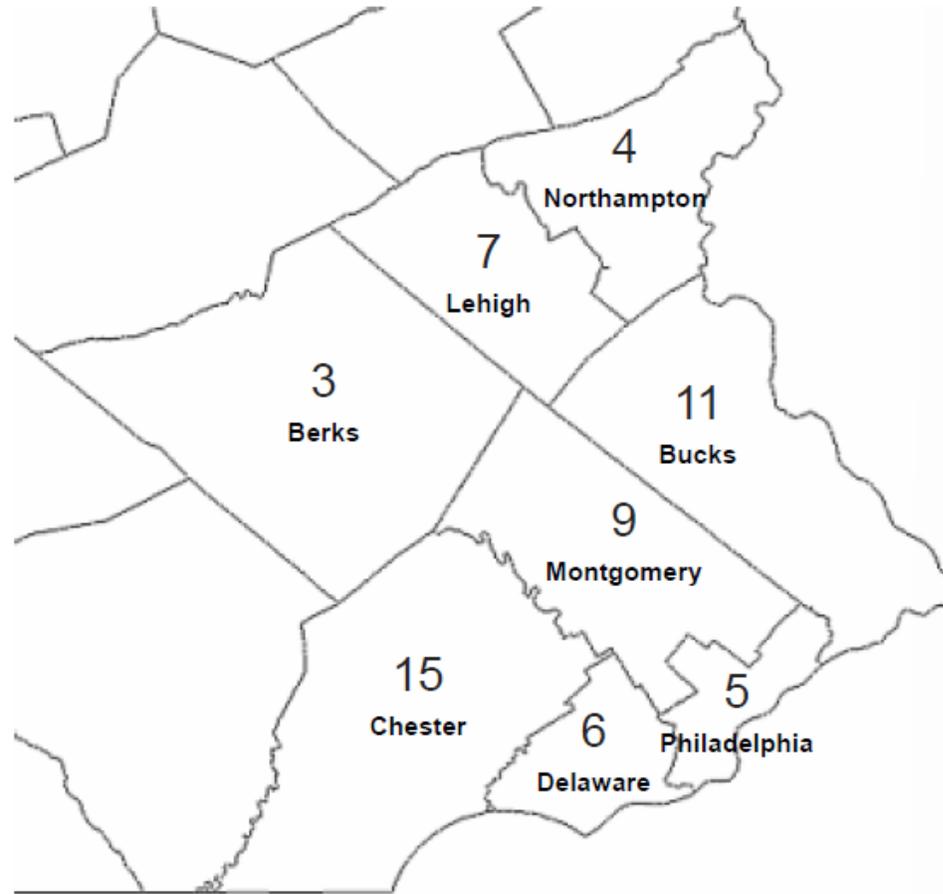
6

Reviewers + Carla

60

Hours Dedicated

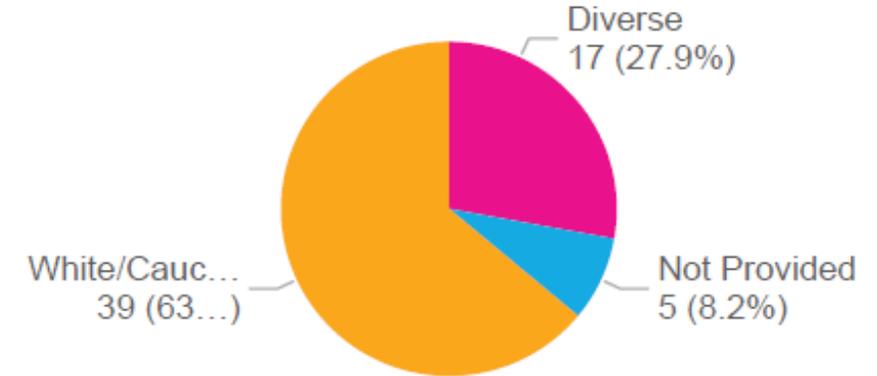
Girl Advisor and Girl Delegate Applicants



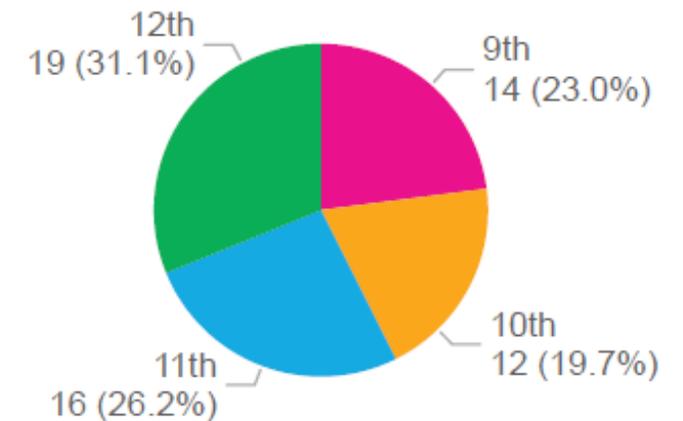
Weighted Scoring

Weight	Scoring
30%	Why are you interested in being a Girl Advisor / Delegate
20%	Girl Scout Experience
20%	Leadership Roles & Jobs
15%	Outside Activities
5%	Honors & Awards
5%	Reference
5%	What else should we know

Racial Diversity



Grade



Stats
Advisors

32

Applicants

30%

Why are you interested in being a Girl Advisor

20%

Girl Scout Experience
Leadership Roles & Jobs

15%

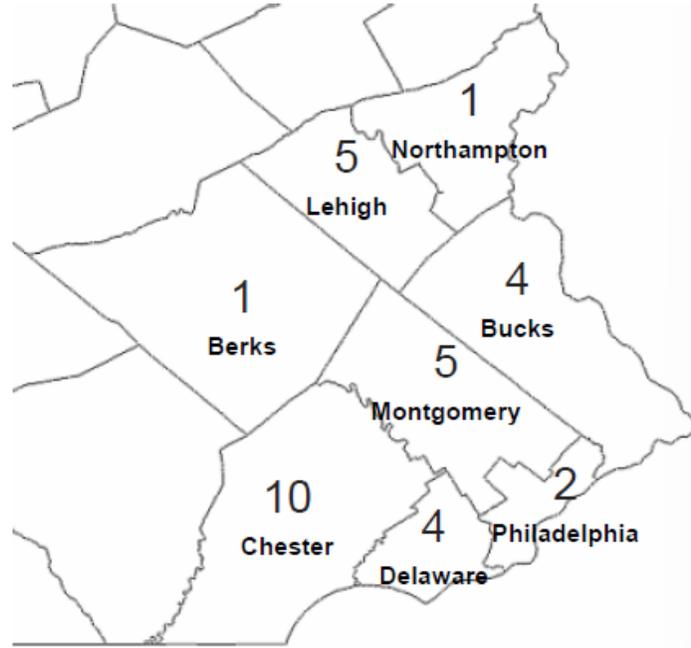
Outside Activities

5%

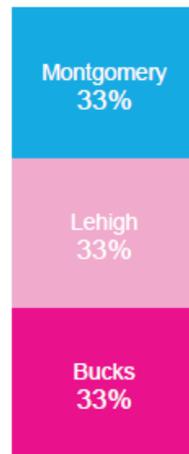
Honors & Awards
Reference

What else should we know

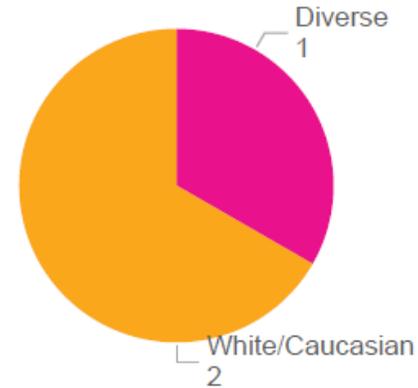
Girl Advisor Results



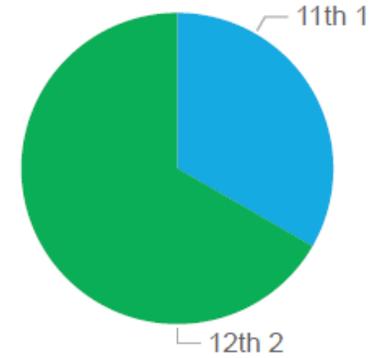
Advisor Distribution



Racial Diversity

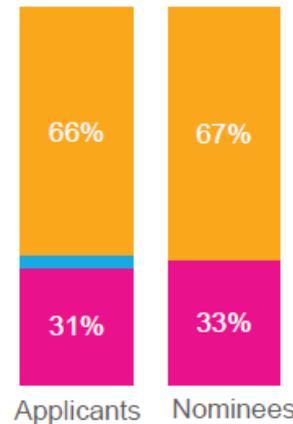


Grade

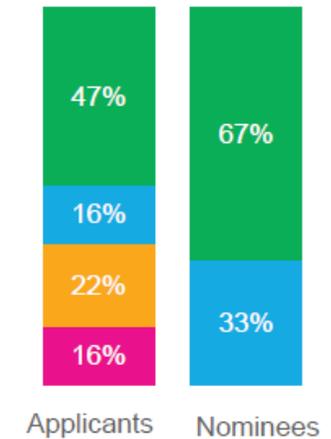


Comparison

● Diverse ● Not Provided ● White/Caucasian ● 9th ● 10th ● 11th ● 12th



Comparison



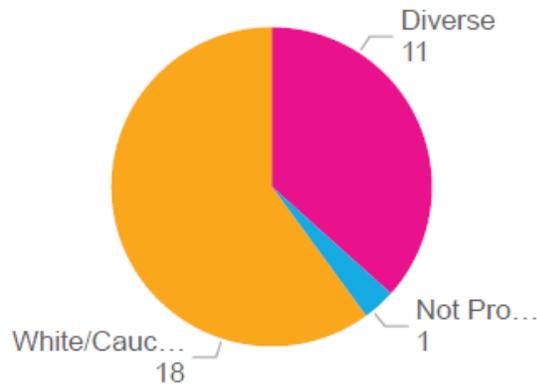
Girl Delegate Results

County

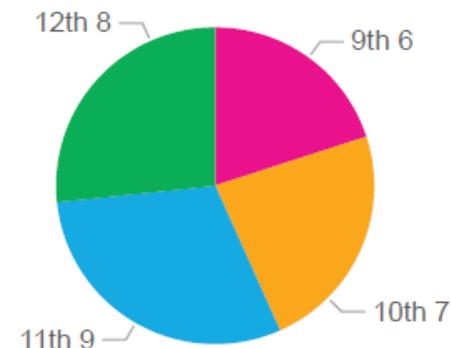


- Berks
- Bucks
- Chester
- Delaware
- Lehigh
- Montgomery
- Northampton
- Philadelphia
- Pike County

Racial Diversity

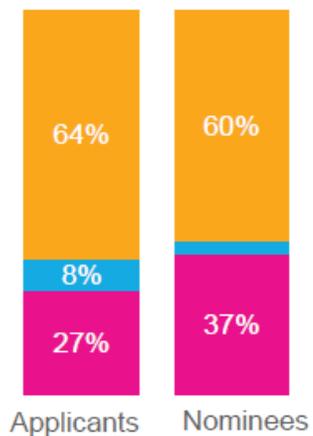


Grade

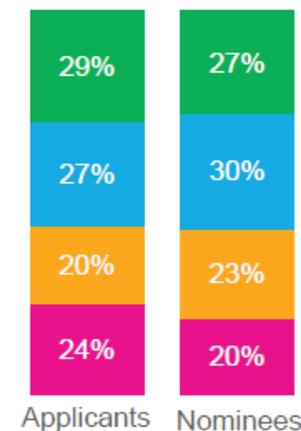


Comparison

- Diverse
- Not Provided
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- 9th
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Comparison



Stats

30

Delegates

59

Applicants

30%

Why are you interested in being a Girl Delegate

20%

Girl Scout Experience Leadership Roles & Jobs

15%

Outside Activities

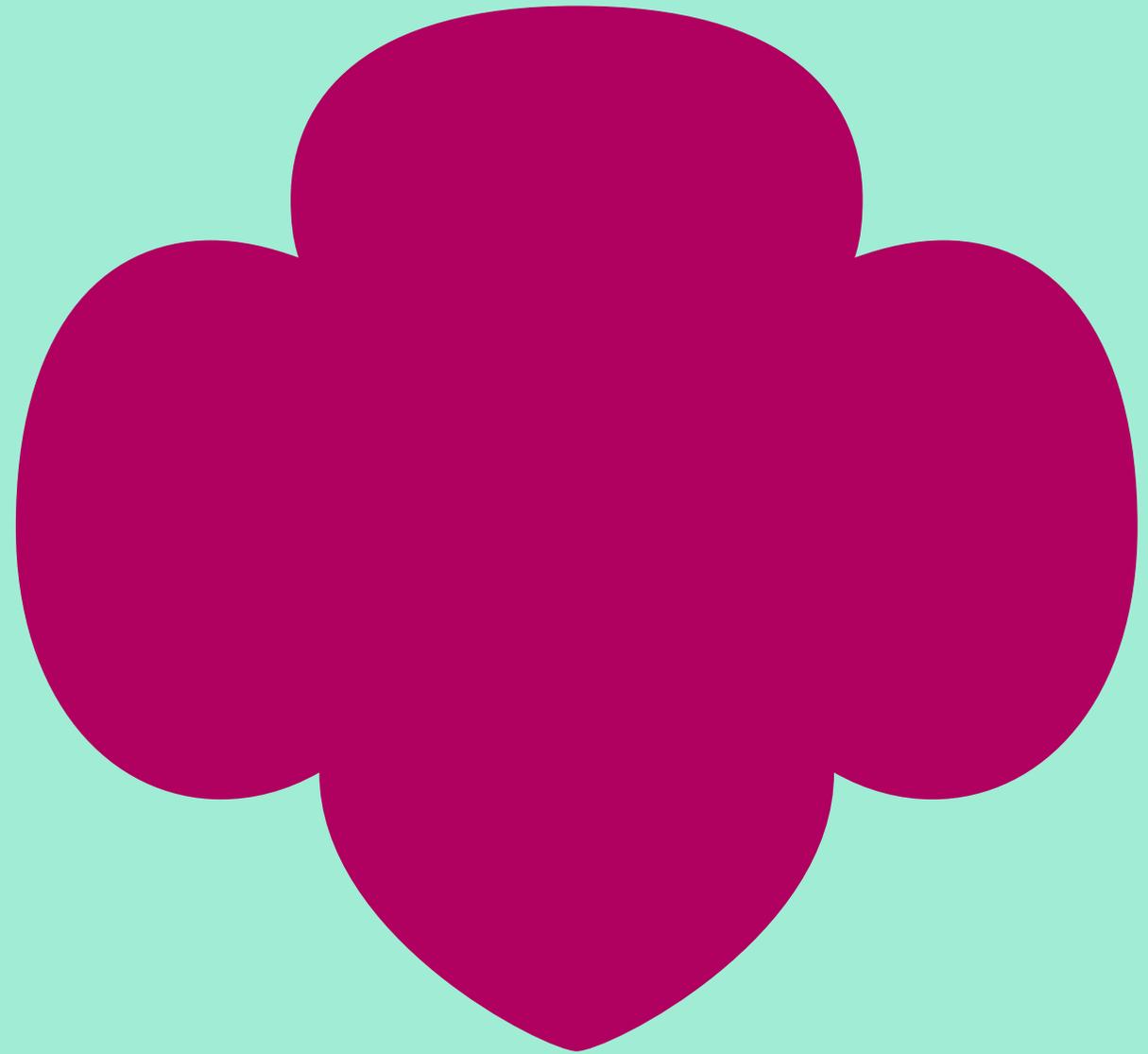
5%

Honors & Awards Reference

What else should we know

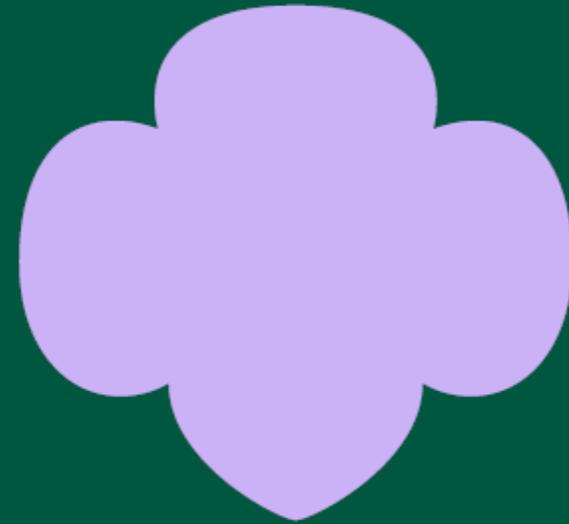
Questions?

See you on May 3rd!





National Governance Update



2025 State of the Movement

January 2025

We Share Responsibilities

	GSUSA	111 Councils and USAGSO (Girl Scouts Overseas)
Responsible for:	<ul style="list-style-type: none"> • Programming • Core technologies • Marketing • Cookie program and tech • Brand protection (IP) • Merchandise operations and supply chain • Fundraising • Movement alignment 	<ul style="list-style-type: none"> • Program delivery • Volunteer recruitment and training • Membership recruitment • Fundraising • Managing properties
Primary Revenue Sources:	<ul style="list-style-type: none"> • Membership dues • Fundraising • Girl Scout Merchandising • Licensing 	<ul style="list-style-type: none"> • Cookie program • Fundraising • Program fees • Events and more



FY24 ended favorably compared to 2023.

- Smaller operating deficit—\$2.8M from \$4.4M
- Net assets increased by \$15.1M
- Healthier balance sheet
- Level of operating reserves that positions us both to prudently manage risk and invest for the future

FY24 Objectives: Building for the Future

Attract New
Members

Transformation
and Innovation

Retain Existing
Members

Excellence of
the Girl and
Volunteer
Experience

Grow Revenue

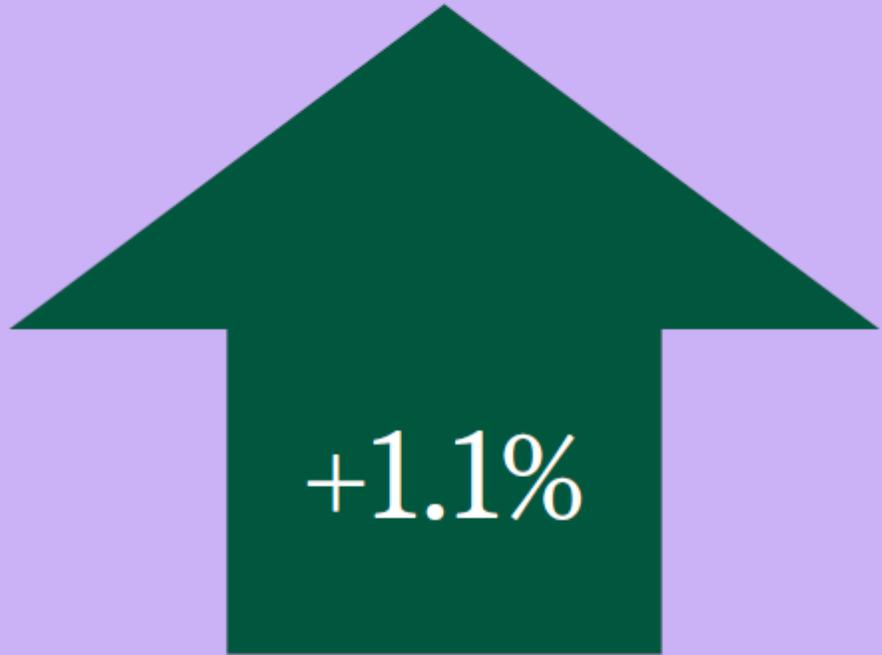
Revenue
Diversification

Strengthen
Technology

Stabilization
and
Enhancements

Continue Foundational Work





Membership
grew to 1.8M.

Short of 5% growth goal



Attract New Members

- More than half our councils achieved growth. 65 councils grew by an average of 3.9%.
- A cumulative 34,000 members were added; the other half of councils were down by 22,000.
- Extended Year girl recruitment was up slightly.
- There was an increase in the percentage of girl members who self-identify as Black, Asian, and Hispanic or Latina/e.



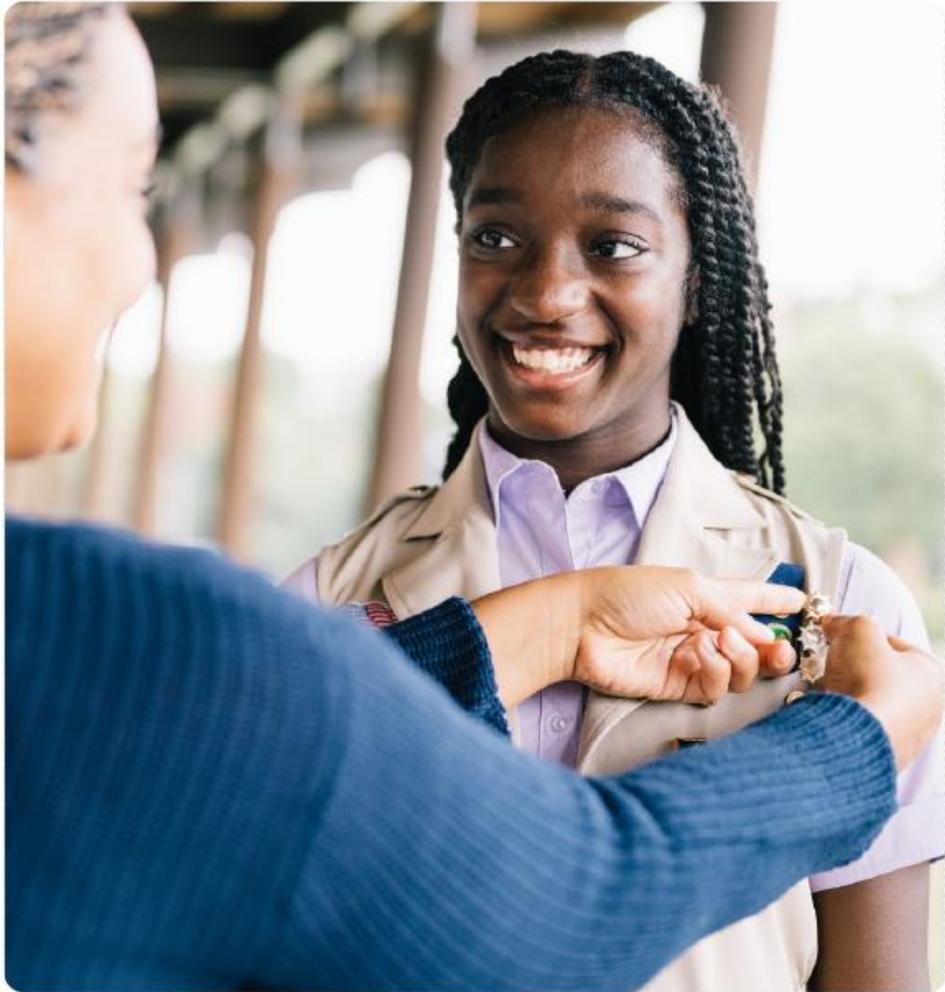
Retain Existing Members

- Girl retention ended FY24 at 65.4%, down by .9% compared to the previous year.
- Adult retention remained consistent with the previous year at 66.7%.



Improvements for Middle-Grade and Older Girls

- All Cadette, Senior, and Ambassador badge content now is available in the Volunteer Toolkit.
- PDFs of badge booklets will be added to VTK by May 1, and a larger review of the VTK is also underway.
- We're refreshing the Leadership Awards, clarifying how leadership is demonstrated through Girl Scouts.
- GSUSA is investing in ways to showcase the impact of Girl Scouting for older girls through Welcome to Cadettes events and camp experiences tailored for middle-schoolers.



Improvements will enable more girls to go for Gold.

- The \$5,000 GSUSA Gold Award Scholarship was extended through FY28.
- We launched a training to introduce adult volunteers to the Gold Award and prepare them to support Gold Award Girl Scouts.
- Girl Scouts can now request specific support through the “Special Factors” GoGold enhancement.
- GSUSA developed national guidance.

2025 applications open March 14.

For more info on the Gold Award Scholarship, check this out:



Improve the Volunteer/Member Experience

New Volunteer Advisory Committee

We're listening to volunteers from across the country.

Eighteen remarkable individuals were selected from almost 2,000 applications.

- They are troop leaders of varying levels and with varying experience—from first year leaders to those with 15+ years.
- About half were Girl Scouts as kids.
- They represent a variety of geographic, racial, and ethnic backgrounds.



We continued rolling out short, clear trainings focused on volunteer pain points.

By the end of the year, more than 114,000 volunteers had taken the courses.



Troop Year Plans created impact among troop leaders at all levels.

In 2024, we released two Troop Year Plan options designed specifically for multilevel troops.



Volunteer rules and procedures were simplified.

This allows volunteers to do what they do best—support and mentor girls.

Strengthen Our Technology



We achieved targets for system uptime for Volunteer Systems and Digital Cookie.



We launched “hypercare,” providing intensive customer support and around the clock monitoring for peak new member recruitment season.



We created a new application programming interface (API) framework to more securely connect preferred vendors to our core technology.

Rallyhood Now Live for Testing

Rallyhood is an all-in-one platform that volunteers, members and families can use to communicate and collaborate.





Two membership accelerators are already in market.

Cookie Simplification: four alternative models across fifty pilots in the 2025 cookie season

Girl Scout Experience Box: expanding to first-year Brownies for Back-to-Troop 2025

Girl Scouts Movement Strategy: Internal Strategic Positioning

Vision: A world in which girls are confident, understand their worth, and have the skills to thrive.

Mission: Build girls of courage, confidence, and character, who make the world a better place.

Value Proposition: Girl Scouting provides girls with the skills necessary to navigate life with purpose and joy, by offering unique experiences and the support girls need to discover their interests, build self-confidence, and become agents of change as global citizens. Life Ready—for today and tomorrow.

FY26–FY28 Movement Strategic Objectives: Overarching Strategic Objective:
More girls and families choose Girl Scouts as the place to learn, grow, and connect.

Supporting Strategic Objectives:

Increased
Diversity in Girl
Scouting

Expanded Ways
to Experience
Girl Scouting

Compelling and
Widely
Understood
Value Proposition

Financial
Stability Enabling
a Strong
Movement

Strategy Café Topic:

*Possible proposal concepts
and discussion ideas for the
2026 NCS*



National Convention

(58th NCS & Girl Program)

July 20-25, 2026
Washington, DC



Election Season

August 2024

- Delegate formula and delegate recruitment and selection guidelines shared with councils

November 2024

- Delegate allotment confirmed and shared with council leadership

January - December 2025

- Councils follow bylaws to select delegates
- Councils submit delegate certification forms to GSUSA within two weeks of delegate selection

Agenda Influencing Season

Throughout triennium, councils gather and evaluate ideas for agenda items

Open Comment and Collaboration, April 7-May14, 2025

- Councils share draft agenda items, provide feedback, and collaborate
- NCS Advisory Team and National Board Office provide guidance feedback to originating councils

DEADLINE: May 30, 2025

- Councils submit final drafts of proposals or discussions topics to Board Office to post on NCS Agenda Influencing Workspace

DEADLINE: June 30, 2025

- Councils submit *Council Support Survey*
- Identify proposals that meet the 15% support threshold

July - December 2025

- NCSAT reviews submissions and makes recommendation to National Board
- National Board sets NCS 58 agenda

Education Season

January 2026

- GSUSA releases NCS Alert and companion memo

February - July 2026

- Supporting materials posted to delegate website
- Proposal webinars
- 2026 National Council Session Workbook

July 2026

- 58th National Council Session in Washington, DC

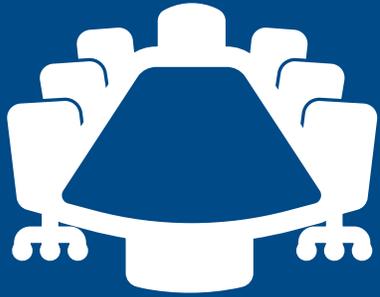
Implementation Season

August 2026 - August 2027

- Councils engage delegates in implementation of NCS decisions, evaluation of NCS and preparation for next triennium

The Movement Governance Advisory Team developed an optimal proposal process based on feedback raised at the 56th National Council Session.

1. Council leaders and delegates alike shared that the previous proposal process lacked transparency and equal access
2. Many delegates weren't aware of the process and didn't understand how the agenda items were chosen

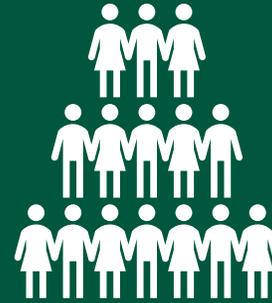


National Board

Originates proposals and discussion topics

Collaborates with councils and the NCS Advisory Team

Sole authority to set the NCS agenda per the Blue Book



Local Councils

Originate proposals and discussion topics

Collaborate with other councils

Review and react to agenda items submitted by all councils

Involve their delegations



NCS Advisory Team

Reviews draft discussion topics and proposals

Collaborates with councils to review and provide guidance on draft agenda items

Makes recommendations to the National Board on NCS agenda

Two types of NCS agenda items

Discussion Topics

- Issues of Movement-wide importance
- Future focused
- Relevant to girls and our ability to serve them
- Influences National Board in strategy development and decision-making

Proposals

- Addresses a governance, policy, or strategic issue
- National in scope – applies to all councils
- Amends the GSUSA constitution or bylaws
- Fosters improvement of the Movement
- Benefits outweigh Movement-wide costs

When considering a discussion topic or proposal for the National Council, ask...

- What issue is the discussion topic or proposal addressing?
- Are there other ways to address this issue?
- How does this proposal improve Movement governance or policy? How does this discussion topic inform Movement strategy?
- Does the agenda item have Movement-wide significance?
- Is this agenda item time sensitive?
- Do the benefits outweigh the costs of implementing this proposal?
- Is this agenda item the highest priority?

Strategy Café discussions



When considering a discussion topic or proposal for the National Council, ask...

- What issue is the discussion topic or proposal addressing?
- Are there other ways to address this issue?
- How does this proposal improve Movement governance or policy? How does this discussion topic inform Movement strategy?
- Does the agenda item have Movement-wide significance?
- Is this agenda item time sensitive?
- Do the benefits outweigh the costs of implementing this proposal?
- Is this agenda item the highest priority?



Large Group Report-Outs

Four-step NCS Agenda Influencing Process

1 Open Comment and Collaboration Period *(April 7-May 14)*

Councils share, through a dedicated workspace, draft discussion topics and proposals for feedback and input from other councils

Process enables:

- Identification of duplicative or operational agenda items
- Feedback from councils, NCSAT, & Board Office to enhance final submissions
- Identification of discussion topics and proposals that can be addressed outside of NCS 58

All councils encouraged to collaborate to develop agenda items

2 Refining Final Drafts *(May 15-30)*

Originating Councils finalize submissions based on comments and collaboration from across the Movement and post to centralized portal

MAY 30: Final Submission Deadline

3 Final Submission *(May 30, 2025)*

Originating councils submit final discussion topics and proposals. After this date, council-originated proposals may not be amended

Single survey for council review of all agenda items. All councils have access to and are encouraged to review all submissions.

4 Council Review and Support Period *(June 1-June 30)*

Councils have 30 days to review discussion topics and proposals

Councils indicate reaction for all submissions, with rationale, on a single survey, indicating:

1. Support putting the item on the agenda
2. Do not support putting the item on the agenda
3. No comment



Once the *Council Review and Support* period closes, the National Council Session Advisory Team and National Board continue the agenda building process

1 National Council Session Advisory Team Review and Recommendation, July-September 2025

- Reviews all submitted discussion topics and proposals
- Reviews council support surveys
- Provides guidance and recommendation to the National Board

2 National Board Sets the Agenda, October-December 2025

- Collaborates with National Council Session Advisory Team to understand its recommendation
- Reviews all submitted agenda items and responses to council support survey
- Takes a holistic view of the agenda based on Movement-wide needs and priorities, and introduces additional proposals or discussion topics if needed
- Votes to approve the agenda

3 National Board Informs National Council of Agenda, January 2026

- Issues NCS alert and companion memo, explaining which agenda items did and did not make the agenda and the board's rationale for its decisions

4 Delegate Education, February-July 2026

- National Council Session Advisory Team, National Board Office, and Proposal Resource Teams conduct delegate education
- Written materials and recorded presentations posted to delegate website
- Proposal webinars held for delegates and alternates to ask questions and share perspectives

Final Remarks

Nicole LeVine





Keep an eye on your in-box on April 3....



Elect your new SU Delegates/Alternates
April 4- August 31



**THANK
YOU!!**

**Sophia, Ellen, Dymon, Kathy, Angie,
El-Veta, Bridget, Sienna, Chris,
Devyn, Anika, Olga, Deb, Katelyn,
Sandy, Stella, Sarah, Nya, and Suzi!**

Thank you!

*See you on **May 3**
at Shelly Ridge for the
Annual Meeting.*

