

The GSUSA National Board of Directors held its regularly scheduled summer meeting on July 31, 2025. This virtual gathering brought together board members and GSUSA leadership to review progress on organizational priorities, engage in strategic discussions, and make key decisions for the business of the Girl Scout Movement.

Movement Strategy Update, CEO Report, and Approving the GSUSA FY2026 Budget

The National Board continued its work on the three-year Movement Strategy roadmap—our guide for advancing the mission, addressing today’s most pressing challenges, and building new capabilities, services, and experiences for the future.

As a reminder, the Movement Strategy is the launchpad for Vision 2030, where Girl Scouts leads the way for a generation of confident, prepared girls. Through this framework, we are committed to:

- **Revolutionizing engagement** with flexible, accessible, and modern options for girls and volunteers.
- **Amplifying our impact** by partnering with best-in-class organizations and strengthening trust in new communities.
- **Securing tomorrow** through effective use of resources, growing philanthropy, and aligning our infrastructure with strategy.

Together, these commitments bring us closer to a world where every girl knows her worth, feels confident, and has the skills to thrive.

Board members reviewed feedback from across the Movement on Vision 2030, including insights from spring delegate education sessions, and received updates on GSUSA’s process to operationalize and execute the strategy alongside councils. As part of the discussion, the National Board approved the Vision 2030 framework and the five-year KPI target areas for membership, girl impact, and financial health.

GSUSA CEO Bonnie Barczykowski also shared her report, which included an update on FY25 strategic initiatives and how they position us to deliver the Movement strategy in FY26 (October 1, 2025–September 30, 2026). Bonnie provided an update on FY25 membership, which is behind target, and spoke to the initiatives GSUSA is investing in to support recruitment of new girls and retain existing members. These include reviewing the member experience in select programs to identify and address pain points for families and volunteers and expanding the use of data to help GSUSA and councils identify areas for improvement to ensure that we achieve Vision 2030.

Finally, the National Board received a FY25 financial update, including forecasted performance of net operating income, cash flow, and liquidity. GSUSA is projecting to meet or exceed all bottom-line targets for the fiscal year. Additionally, the National Board discussed and approved the FY26 budget, which includes investments to support the implementation of the first year of GSUSA's Movement strategy and charts our path towards Vision 2030.



Global Girl Scouting Update

International Commissioner Lydia Mallett provided an update on the implementation of GSUSA's global strategy and highlighted the World Association of Girl Guides and Girl Scouts (WAGGGS) Western Hemisphere Regional Conference, held July 3–6, 2025.

At the March 2025 board meeting, the National Board approved Alexandra (Alé) Delgado as GSUSA's candidate for election to the WAGGGS Western Hemisphere Region Committee. Lydia was delighted to share that Alé was not only elected but also selected by her fellow committee members to serve as vice chair. She will serve alongside chair Marina DeRosa from the Argentina Guides Association. The committee also includes representatives from Barbados, Chile, Costa Rica, and Guyana, and plays a vital role in relationship management and collaboration with Member Organizations—serving as a bridge between the global Movement and national Member Organizations and bringing WAGGGS opportunities closer to them.

Alé is a 24-year veteran of the Girl Scout Movement, a committed national and local volunteer, and a former staff member at Girl Scouts San Diego. She has participated in

numerous council and global initiatives, including this year's WAGGGS Latin American Gathering and service on the WAGGGS Image & Visibility Committee. Professionally, Alé is a videographer and filmmaker and brings her storytelling expertise to her Girl Scout leadership.

As part of the broader global strategy discussion, Lydia was joined by National Board Member Ileana Musa, who recently returned from an event at Nuestra Cabaña, a WAGGGS World Center in Cuernavaca, Mexico. The weeklong gathering brought together more than 100 globally minded volunteers, campers, and staff from USAGSO, GSUSA, and Guías de Mexico. Ileana attended with her daughter, who participated as a camper, and shared highlights of her experience with the board. In collaboration with GSUSA's Program team and USAGSO's Camp team, the event piloted workshops for two new Global badges and further tested the Girl Scout Global Citizen vision. This gathering also marked the first "full capacity" event at Nuestra Cabaña since reopening after the COVID-19 pandemic—a significant milestone for global engagement.

Additional Business Updates

The National Board also engaged in discussions on several additional areas critical to the Movement's success.

First, GSUSA leadership shared a preliminary strategy for strengthening individual giving—outlining a more focused, aligned approach that prioritizes Movement-wide goals and emphasizes deepening connections with our Girl Scout alum communities, specifically Board and NBDC alum and Gold Award alum.

Building on last year's Board Forum, the Board received an update on the national licensing program, its anticipated contribution to Movement resources over the next five years, and its alignment with Vision 2030. These areas of work contribute to the Movement strategy objective: Financial Stability Enabling a Strong Movement.

Board members also received an update on the three-year technology roadmap, which is designed to simplify the experience for girls and volunteers and support councils and GSUSA to deliver the Movement strategy. Planned investments will build on the improvements in system stability achieved over the past several years and will strengthen core infrastructure by expanding security, enhancing data privacy, and improving accessibility, including the use of artificial intelligence where appropriate. In addition, an update was provided on the GSUSA eCommerce strategy including the proposed timeline for a new shop.com solution benefiting both councils and GSUSA. Board members also continued its engagement around GSUSA's property strategy.

Looking Ahead

We look forward to convening council CEOs and board chairs this October to discuss the important work ahead. We're at a powerful inflection point—reimagining how girls engage, grow, and lead in a changing world. And we are excited to be on this journey with you to help guide this transformation and ensure Girl Scouts continues to thrive for generations to come.

Thank you for your partnership and your commitment to the enduring power, importance, and impact of the Girl Scout mission.

Yours in Girl Scouting,

Noorain and Bonnie