



Agenda

Girl Scouts of Connecticut

Agenda for the Annual Meeting on May 4, 2011

Fantasia
404 Washington Avenue
North Haven, CT 06473
203-239-6652

7:00 – 9:00 p.m.

- I. Opening Ceremony
- II. Welcome
- III. Recognitions
- IV. Approval of Minutes from the meeting September 2010
- V. President's Report
- VI. Treasurer's Report
- VII. CEO Report
- VIII. Elections: 52nd National Convention Delegates
- IX. Elections: Officers, Members-at-Large, Girl Board Members, and Board Development Committee
- X. Closing

Strategy Café



Girl Scouts of Connecticut
340 Washington Street
Hartford, CT 06106

April 14, 2011

Dear Voting Members of the Corporation,

The Board Development Committee has actively recruited experienced, talented individuals to nominate as Officers, as Members-at-large to the Board of Directors and Board Development Committee and girl Members-at-large. The individuals presented on the slate have been chosen because they augment the talents of existing board members and exemplify the twelve principles of governance that power exceptional boards. It is these principles that provide a foundation for the Board of Directors to lead the organization.

When reviewing the enclosed biographies, you will find each person brings a diverse perspective to Girl Scouts of Connecticut. The nominees include a mix of individuals from for-profit and non-profit, from government and the private sector, and people who have a long history volunteering in different capacities with Girl Scouting.

If you have any questions about the nominees or the process please feel free to email me at bwdeb1@verizon.net.

Sincerely,

Barbara DeBaptiste

Barbara DeBaptiste
Chair, Board Development Committee

Girl Scouts of Connecticut
Minutes from the Meeting of the Corporation
September 14, 2010
Fantasia, North Haven, CT
7:00 – 9:30 PM

The meeting was called to order at 7:08 pm by President of the Board Teresa Younger.

Secretary's Report: 36 voting delegates were in attendance with two delegates from a majority of the regions present comprising a quorum.

The minutes from the annual meeting of May 4, 2010 were unanimously approved.

President's Report: Teresa Younger welcomed the delegates and guests to the meeting. Ms. Younger informed the members of issues concerning the National Girl Scouts Retirement Plan. The plan is managed by the GSUSA and is underfunded due to the downturn in the economy and other decisions made over the life of the plan. The Board of Directors is working to understand the implications of the situation that will impact our financial future for many years to come. There were several questions that were asked concerning the pension fund in terms of staff retirement. Ms. Younger stated that many experienced professionals are working on the situation.

Teresa Younger reported the Audit Committee completed and reviewed the audit for FY 2009. They also reviewed and submitted the 990 tax forms.

The Property Committee has been working to balance the needs of the organization. Ms. Younger informed the members we are in final negotiations of selling a parcel of approximately 130 acres at the council's Timber Trails Program Center. We were contacted by the town of Berlin requesting the purchase of Camp Merribrite for open space by the town.

Teresa Younger announced the completion of position descriptions for region chairs and delegates. She thanked everyone for their support through Family Partnership events and annual gifts. She gave a rundown of upcoming events including the Breakfast Badge, Gala and Service Unit honorees.

Ms. Younger announced the next Meeting of the Corporation will be May 4, 2011.

Treasurer's Report:

Naomi Kleinman, Treasurer gave a report on the council's finances through August 2010. She indicated the overall financial position of the organization is stable. We will end 2010 with a balanced budget. JH Cohn will be conducting the audit this year. The Board of Directors has approved the budget for the 2011 fiscal year. We continue to face many challenges including deferred maintenance at our properties and increased employee benefit costs. We have struck an appropriate balance to generate additional revenues and spend those monies in the areas with the highest and best impact.

Ms. Kleinman answered several questions concerning her report that included issues around property sales, United Way contributions and fund development.

CEO Report:

Jennifer Smith Turner presented information about summer camp/summer programs. 5,400 girls experienced our Girl Scout camps. Camp CEO was a huge success with girls from all over the state in attendance along with women executives in a fun and relaxed camp environment. Girls participated in other summer activities including a program in Norwalk at the George Washington Carver Community Center.

In June, we honored 50 girls with the Gold Award. Live Healthy, Lead Healthy with funding from the Aetna Foundation was part of our camp program providing healthier snacks, more fitness activities and special fitness directors to educate girls on healthy living. Ms. Smith Turner announced that we have been selected as one of ten organizations nationwide to compete for a \$50,000 grant from Aetna. Voting is done online and she encouraged all to register their vote and share the information with family and friends.

There were several special events to report including the first WOA in New Haven, WOM award to Anika Noni Rose and the Golf Tournament at Lyman Orchards Club.

We held five kick-off events across the state to celebrate the start of our new membership year. Over 1300 adult volunteers and older Girl Scouts attended.

We continue to gain on membership numbers and are nearly at the same level as this time last year.

Ms. Smith Turner then recognized several sister Girl Scouts who had passed away during the year.

Jennifer Smith Turner discussed the FY 2011 goal of selling 2.7 million boxes of cookies with 100,000 donated to Cookies for Heroes. Girls will be able to sell new high-end products to corporations in the QSP program. Through the Hispanic Initiative our training book has been translated into Spanish and we are looking into producing more materials to better reach and connect with this growing population.

Preparations are underway for the 100th anniversary by celebrating the past, present and future.

Gap teams are hard at work on our strategic learning with the goal of realizing our desired future state. Ms. Smith Turner reviewed the progress of the gap teams and identified the members of each group.

Teresa Younger joined Jennifer Smith Turner to discuss the New Jersey proposal concerning registration fees. It was reported that the proposal already has enough votes to be presented at the National Convention in 2011. There was a vigorous round of questions and answers concerning the pros and cons of the proposal. Ms. Younger made it clear that the proposal will be on the National Agenda regardless of our support and that the National Delegates will have the ultimate vote representing the council.

The business portion of the meeting was closed at 8:07PM at which time strategy café was held to discuss the culture of governance for Girl Scouts of Connecticut.



CERTIFICATE OF RESOLUTION

RESOLVED: To elect the proposed slate of National Delegates and Alternate National Delegates for Girl Scouts of Connecticut for a three year term.

SUBMITTED BY: Board Development Committee

RATIONALE: Girl Scouts of Connecticut’s Bylaws states that it is the voting members of the corporation’s responsibility to elect the national delegates. Under the responsibilities of the Board Development Committee the Girl Scouts of Connecticut Bylaw’s read, “in a meeting of the corporation held prior to the regular meeting of the National Council of Girl Scouts of the United States of America, the committee shall, in addition, present a single slate of nominees for delegates to the National Council, and a single slate of nominees to fill vacancies among elected delegates, should vacancies occur.” The Constitution of Girl Scouts of America states that Delegates elected to the National Council shall serve for a three year term.

REFERENCE: Article VIII of the Girl Scouts of Connecticut Bylaws

RECOMMENDATION: The Voting Members of the Corporation Elects the Slate of Nominations for National Delegates.

DELEGATES

Jeanne Ambrosio	Pauline Kaplan
William S. Banks	Christina Bebbe Mailhos
Caroline Buyak	Rose Ann Misencik
Kathleen Campbell	Joan Piercey
Devon Comen	Melissa Santi
Cindy Davy	Caroline Sloat
Carol L. Day	Alyna Stober
Peggy Erlenkotter	Barbara M. Sumner
Stephanie Gagliardi	Mary Tesla
Karen Hasterok	Rachel Elizabeth Watson
Karen Hoffman	Teresa Younger
Jeviah Jahers	Jennifer Smith Turner

ALTERNATE DELEGATES

Amanda Ambrosio	Rita Lomasney
Kiernan Black	Margaret Tantillo
Linda Bresky	

IN WITNESS THEREOF: the undersigned has affixed her signature and the seal of the Corporation this 4th day of May, 2011.

Signature of Secretary

Date



52nd National Convention Delegates and Alternates Biographies

Amanda Ambrosio – Amanda is a girl member from Farmington. She has been a Girl Scout for ten years. Amanda feels that Girl Scouts has given her courage and has shown her how to care and help others. She has been awarded the Bronze and Silver Awards.

Jeanne Ambrosio – Jeanne is from Farmington. She has served as a national delegate from 2005 to 2011 as well as serving as a Regional Delegate since 2007; chairing since 2010. She also has chaired the fall fundraiser for Girl Scouts of Connecticut.

William S. Banks – William is from Seymour. He is a regional delegate since 2010 and a registered Girl Scout for over 20 years. William also served on the Board of Directors as 1st Vice President from 1996-1999.

Kiernan Black – Kiernan is a girl member from Fairfield. She has received her Silver Award in 2010 and is currently working towards her Gold Award.

Linda Bresky – Linda is from Easton. She is currently the Director of Outdoor Programs for GSOFCT. Linda has been a Girl Scout and involved with Girl Scouts in various fashions since 1957.

Caroline M. Buyak – Caroline is a girl member from West Hartford. She has been a Girl Scout since 2002. She received her Bronze Award in 2005 and her Silver Award in 2008. Caroline has also been a guest speaker for the 2010 Breakfast Badge Event as well as well as the Women of Merit Dinner in 2005.

Kathleen Campbell – Kathleen is from Glastonbury. She has been an assistant troop leader since 2010. Kathleen has received her Bronze, Silver and Gold Awards.

Deven Comen – Deven is from Durham. She is a lifetime member of the Girl Scouts. She served as an ambassador from 2006-2008.

Cindy Davy – Cindy is from Rogers. She has been a Girl Scout leader since 2004 and received her 15 year membership pin last year. Cindy has also earned her Silver award as a Cadette.

Carol L. Day – Carol is from Mystic. She currently served on the area's Gold Committee and has been a trainer for Girl Scouts of CT since 2000. Cindy is also currently a regional delegate.

Peggy Erlenkotter – Peggy is from Stamford. She is currently a troop leader and orientation volunteer. Cindy also serves as her area’s Service Unit Co-Manager and has participated on the GSOFACT Strategic Learning Team.

Stephanie Gagliardi – Stephanie is from East Haven. She was a Girl Scout from 1992-2005 and now has been a troop leader since 2009.

Karen Hasterok – Karen is from Old Greenwich. She has been her area’s Service Unit Manager since 2008. Karen is also the current registrar for the Greenwich Service Unit.

Karen Hoffman – Karen is from Cheshire. She is currently serving as the Secretary of the Board of Directors as well a member of the Board Development Committee. Karen also is on the Finance Committee and volunteers at several Girl Scout events throughout the year.

Jeviah Jagers – Jeviah is a girl member from Naugatuck. She has been a Girl Scout for 11 years and served as a Girl Scout ambassador in 2010. Last year Jeviah earned the Girl Scout Silver Award.

Pauline Kaplan – Pauline is a girl member from Danbury. She has been in Girl Scouts since 2000. In 2010, Pauline earned her Silver Award and was also Destinations Recipient.

Rita Lomasney – Rita is from Glastonbury. She has been a Girl Scout member for 38 years. Rita served as a National Delegate in 2008 and was on the Board of Directors from 1995-2003.

Christina Bebbe Mailhos – Christina is from Willington. She was a Girl Scout from 1976-1982 and now has been a troop leader since 2006.

Rose Ann Misencik – Rose Ann is from Shelton. She has been a Girl Scout leader and advisor since 1995. Rose Ann also has served as her Service Unit’s treasurer, registrar, and manager. She was also a National Delegate in 2008.

Joan Piercey – Joan is from Granby. She currently serves on GSOFACT’s Gold Award and Historical committees. Joan also was a National delegate in 1989 and 2008.

Caroline Sloat – Caroline is from Thompson. She currently serves on the GSOFACT Board of Directors as well as on the Governance Gap Team. Additionally, she is her region’s chair.

Alyna Stober – Alyna is a girl member from Lebanon. She participated in the LEAD program in 2010 and is currently a Patrol Leader since 2009. Alyna has also been a Cadette since 2009.

Barbara M. Sumner – Barbara is from Easton. She currently participates in the Gift of Caring – Cookies for Soldiers program since 2007. Barbara also has been on the Gold Award Committee since 1983 in addition to being an Outdoor Trainer is First Aid and CPR since 1980.

Margaret Tantillo – Margaret is from Westfield, MA. She currently is GSOFACT’s VP of Fund Development. Previously, Margaret was the Chief of Staff and Governance Director for the Council.

Mary Tesla – Mary is from Milford. She currently serves on the Scholarship and Gold Award Committees as well as being a Junior Troop Leader since 2005.

Rachel Elizabeth Watson – Rachel Elizabeth is a girl member from Tolland. She is currently a sophomore at Tolland High School. Rachel Elizabeth has worked her way from Brownie to Cadette.



CERTIFICATION OF RESOLUTION

RESOLVED: To elect Officers and Members-at-Large for Girl Scouts of Connecticut.

SUBMITTED BY: The Board Development Committee of Girl Scouts of Connecticut.

RATIONALE: The ratification of the appointment of the Girl Scouts of Connecticut officers and Members-at-Large is to comply with Council Bylaws. The Board Development shall present a single slate of officers and members-at-large in accordance with the Bylaws.

REFERENCE: *Article II Section 5 of the Girl Scouts of Connecticut Bylaws.*

RECOMMENDATION: The voting members of the corporation approve the slate of nominees to serve as the Officers and Members-at-Large of the Board of Directors.

OFFICERS

FIRST NAME	LAST NAME	POSITIONS	TERMS
Teresa	Younger	President	2 years
Caroline	Sloat	First Vice President	2 years
Karen	Hoffman	Second Vice President	1 year
Aurora	Daly	Third Vice President	1 year
Suzanne	Wakeen	Secretary	3 years
Naomi	Kleinman	Treasurer	3 years

MEMBERS AT-LARGE

FRIST NAME	LAST NAME	TERMS
Kate	Bolduc	1 year
Janice	Deskus	1 year
Anthony	Harris	1 year
Kimberly	Pita	1 year
Meg	Sakellarides	1 year
Bob	White	1 year
Ann	Glover	2 years
Shirley	Jackson	2 years
Ed	Lewis	2 years
Elsa	Nunez	2 years
Patricia	Russo	2 years
Saba	Shahid	2 years
Michelle	Cook	3 years
Kyle	Ballou	3 years
Gail	Brathwaite	3 years
Diana	Ingraham	3 years
Walter	Harrison	3 years
Mary	Pepe	3 years
Bree	Currier	1 year - girl
Cristina	MacKinnon	1 year - girl

IN WITNESS THEREOF: the undersigned has affixed her signature and the seal of the Corporation this 4th day of May, 2011.

Signature of Secretary

Date



CERTIFICATION OF RESOLUTION

RESOLVED: To elect Board Development Committee for Girl Scouts of Connecticut.

SUBMITTED BY: The Board Development Committee of Girl Scouts of Connecticut.

RATIONALE: The ratification of the appointment of the Girl Scouts of Connecticut Board Development Committee is to comply with Council Bylaws. The Board Development Committee shall present a single slate of members of the Board Development in accordance with the Bylaws.

REFERENCE: *Article II, Section 5 of the Girl Scouts of Connecticut Bylaws.*

RECOMMENDATION: The voting members of the corporation approve the slate of nominees to serve as members of the Board Development Committee.

FIRST NAME	LAST NAME
Barbara	DeBaptiste
Cee Cee	Woods
Edna	Karanian
Ellie	Large
Peggy	Jerrell
Denise	Merrill
Karen	Hoffman
Suzanne	Wakeen
Caroline	Sloat

IN WITNESS THEREOF: the undersigned has affixed her signature and the seal of the Corporation this 4th day of May, 2011.

Signature of Secretary

Date

GIRL SCOUTS OF CONNECTICUT
OFFICERS, MEMBERS-AT-LARGE, AND BOARD DEVELOPMENT COMMITTEE

OFFICERS OF THE CORPORATION

President	Teresa C. Younger	2013	Fairfield County
1st Vice President	Caroline Sloat	2013	Windham County
2nd Vice President	Karen Hoffman	2012	New Haven County
3rd Vice President	Aurora Daly	2012	Litchfield County
Secretary	Suzanne Wakeen	2014	Fairfield County
Treasurer	Naomi Kleinman	2014	Hartford County
CEO	Jennifer Smith Turner		

MEMBERS-AT-LARGE
OF THE
BOARD OF DIRECTORS

Class Of 2012

Kate Bolduc	Hartford County
Janice Deskus	Tolland County
Anthony Harris	Fairfield County
Kimberly Pita	Hartford County
Meg Sakellarides	Tolland County
Bob White	New Haven County

Class Of 2013

Ann Glover	Hartford County
Shirley A. Jackson	New Haven County
Ed Lewis	Hartford County
Elsa Nuñez	Windham County
Patricia Russo	Fairfield County
Saba Shahid	New Haven County

Class Of 2014

Kyle Ballou	New Haven County
Gail Brathwaite	New Haven County
Michelle Cook	Litchfield County
Walter Harrison	Hartford County
Diana Ingraham	New London County
Mary Pepe	New Haven County

GIRL MEMBERS-AT-LARGE

Bree Currier
Christina MacKinnon

Middlesex County
Hartford County

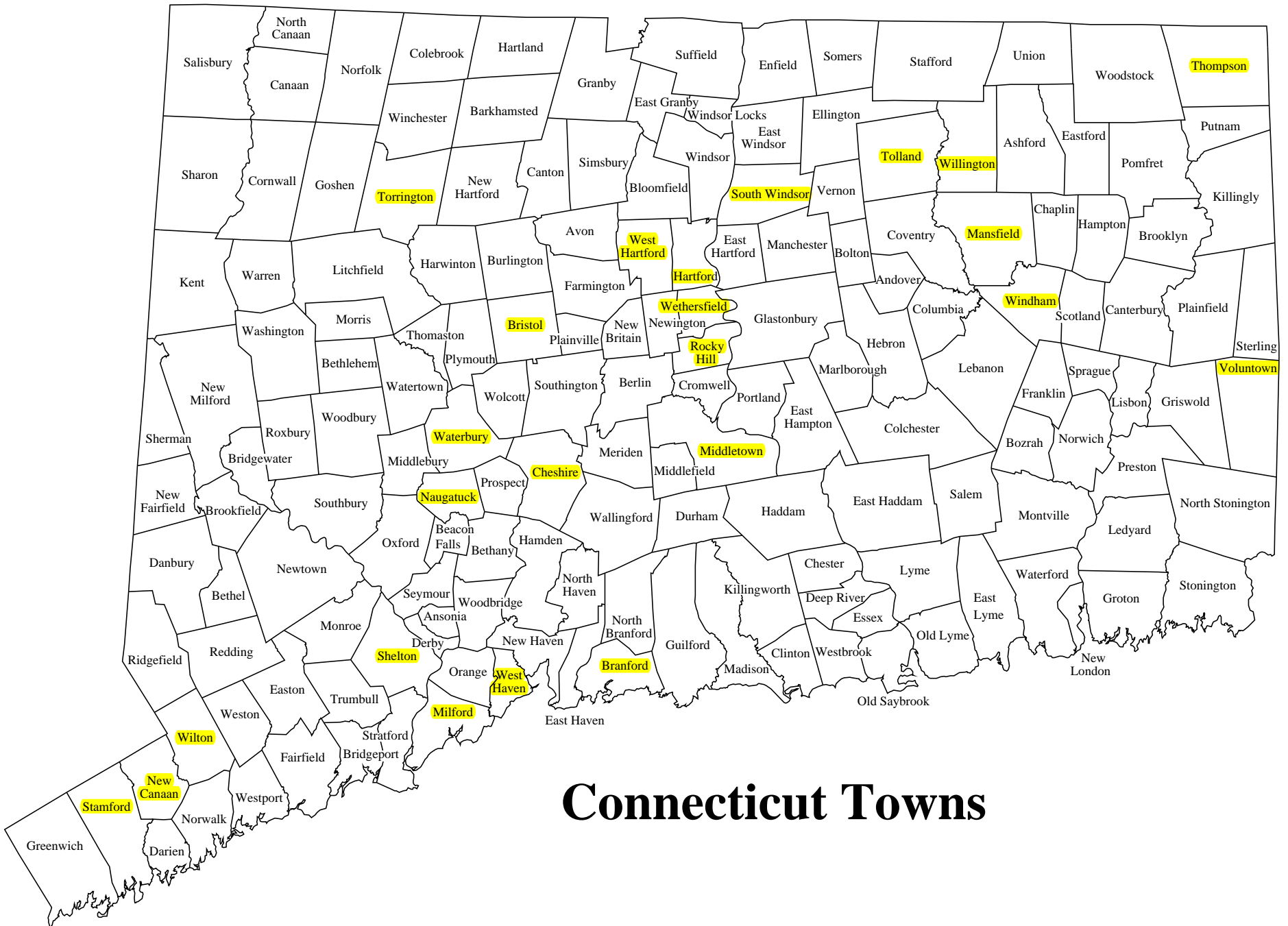
BOARD DEVELOPMENT COMMITTEE

From The Board

Karen Hoffman	2012	New Haven County
Suzanne Wakeen	2014	Fairfield County
Caroline Sloat	2013	Windham County

Non-Board

Barbara DeBaptiste	2013	New Haven County
Cee Cee Woods	2012	Middlesex County
Edna M. Karanian	2012	Hartford County
Ellie Large	2013	Hartford County
Peggy Jerrell	2014	New Haven County
Denise Merrill	2014	Tolland County



Connecticut Towns



Officers, Members-at-large and Board Development Committee Biographies

Kathleen Lynch Bolduc – has served on the Board of Directors since 2009 and is a member of the Finance Committee. Kate was the Gap Champion for Strategic Partnerships As part of the Strategic Learning process. Kate is a longtime Girl Scout and a participant in Camp CEO. She is the Chief Executive Officer of the Greater Hartford Arts Council, an organization that supports more than 150 arts and heritage organizations in 34 towns in the capital region of Connecticut. The GHAC is ranked in the country's Top 10 United Arts funds by Americans for the Arts also and is New England's largest independent arts council.

Kate holds a bachelor's degree in business administration and psychology from Marymount College in Tarrytown, N.Y., and a master's degree in economics from Trinity College in Hartford, Conn. Kate lives with her husband and daughter in South Windsor.

Gail E.D. Brathwaite - has served on the Board of Directors since 2008 and Chairs the Audit Committee. She is currently the Executive Vice President and Chief Operating Officer of NewAlliance Bank. Gail joined NewAlliance Bank in March of 2002 as the Executive Vice President and Chief Operating Officer. Her areas of responsibilities include Human Resources, Information Technology, Deposit Operations, General Operations, Purchasing and Loan Servicing. Some of her accomplishments while at NewAlliance Bank include the bank's recent IPO to convert from a Mutual Savings Bank, the simultaneous acquisition of Savings Bank of Manchester and Tolland Bank on April 1, 2004, the acquisition of Trust Company of Connecticut on July 1, 2005, the acquisition of Cornerstone Bank on January 1, 2006, and the acquisition of Westbank on January 2, 2007.

She is a former member of the SBC Board of Advisors and former trustee of the Long Wharf Theatre. She is a member of the Unisys Financial Services Board of Advisors. She is a former Girl Scout, and resides in Branford CT.

Kyle Ballou - has served on the Board of Directors since 2008 and is a member of the Fund Development Committee. She is Administrative Director for Community and Government Relations at Yale-New Haven Hospital. Her responsibilities include developing the Hospital legislative strategies on the federal and state levels and supporting the Hospital's commitment to serving its community. As a graduate of Mount Holyoke College, she earned her Juris Doctorate from the University of Connecticut School of Law. She is a member of the Connecticut and the American Bar Association. Ballou serves on many Boards including: Hill Development Corporation, Tweed-New Haven Airport (Vice Chair), Greater New Haven

Chamber of Commerce, the Connecticut Mental Health Center and the Delta Foundation of Greater New Haven. She resides in Hamden with her husband, Dr. Keith Johns and her two sons, Keith and Kevin.

Michelle Cook – joined the board in 2011. She is the State Representative for the 65th Assembly District in Torrington. She was first elected in 2008 and is currently serving her second term in office. For the 2011-2012 legislative session, Michelle will serve as Vice-chair of the Aging Committees and will continue to serve on the Education and Human Services Committees. Rep. Cook has been an outspoken supporter for issues involving children and families having worked to reform the state's domestic violence laws in 2010. She has long supported children's issues and was named a 2009 and 2010 Children's Champion by the Connecticut Early Childhood Alliance for her work on improving developmental outcomes in the areas of learning, health, safety and economic security. Michelle has been a long time advocate on behalf of seniors and was named the Homecare and Hospice legislator of the year. She sits on the advisory council for Prime Time House in Torrington that assists adults with serious mental illness find employment, education and housing. She is a member of the Medicare sub-committee of the Primary Care Case Management, or HUSKY Primary Care in Connecticut. Michelle is active in the Torrington community for the last 17 years. Her past community involvement includes being a Girl Scout leader, softball, baseball and basketball coach for many years. She holds a B.S. in Sociology and Psychology from Missouri Baptist University and is pursuing a Master's Degree in Special Education at Central Connecticut State University. Michelle is married to Christopher Cook and has four children; Ryan, Katlyn, Ashlynn, and William.

Bree Currier - has been a Girl Scout since she was a Daisy at five years old. She belongs to Troop #62237. She feels that Girl Scouts has taught her to stand up for what she believes in and showed her that she can change the world and make a difference – even at her young age. Bree attended the 2008 Girl Scout National Convention as well as represented Girl Scouts of Connecticut at the United Nations. Bree lives in Portland and attends high school at Portland High.

Aurora Daly has served on the Board of Directors since 2008. Aurora is 3rd Vice President and a member of the Property Committee. She is co-owner of Travel Daly. Born in Quezon City, Philippines, she became a US Citizen in 2002. She attended the University of the Philippines where she received a BS in Tourism. In 2007 Aurora received the "Behind the Scenes" leader award for the Top 100 Most Influential Filipinas in the USA.

Aurora is currently the treasurer of Artwell Gallery, Torrington CT; commissioner for the Arts Culture Commission of Torrington; and serves on the board of directors for the Torrington Development Corporation. Aurora resides in Torrington with her husband and business partner Mathew.

Barbara DeBaptiste - has served on the Board Development Committee since 2008. Barbara was first appointed to the Permanent Commission on the Status of Women in 1995 by the

President Pro Tempore of the Senate M. Adela Eads and reappointed to the PCSW July 2000, 2005 by the Speakers of the House Moira Lyons, James Amann. Ms. DeBaptiste served on the Public Information/Talent Bank Committee for the PCSW and also serves as Chair of the Advisory Council in the 5th Congressional District. Ms. DeBaptiste is a Trustee for the Long Wharf Theater, and a member of its Committee on Directors. She founded the Connecticut Council for Black Student Professionals and the Political Awareness Program. She is a past National President of the National Coalition of 100 Black Women and is a founding member, as well as the State President of the coalition's Connecticut Chapters. She was recently honored as a lifetime member of the Coalition and received the Legacy of Leadership Award. She has served as a board member for Board of Homeland Ministries, and was the first African American to serve as moderator for the Connecticut Conference of the United Church of Christ. She serves as a member of the Secretary of the State Citizenship Fund Board. She has been involved in Rotary International and has served as Assistant District Governor for District 7980 and was selected as a facilitator for the Northeast Multi-District Presidents-Elect Training Seminar in Nashua, New Hampshire. She currently serves as immediate past president of the National Women's Hall of Fame, Seneca Falls, NY and President of the Global round table organization. Barbara resides in Waterbury.

Janice Deskus - has served on the Board of Directors since 2010. Janice is a member of the Fund Development Committee. She leads Human Resources for Aetna, Inc. Global and Corporate areas. In this role, she is a member of the HR Executive Group and is responsible for HR Business Partners supporting Aetna's Corporate and Global organizations.

Janice has over 20 years experience in HR. An expert in organization development, talent management, global HR, re-engineering and labor relations, she has led many critical and successful human resources initiatives. Janice believes she was fortunate to have been selected as the first HR participant to be selected for the Operations Management Development Program at United Technologies Corporation. She received a BA in Psychology from Eastern Connecticut State University, a MA in Industrial & Organizational Psychology from the University of New Haven and has completed all but her dissertation for a PH.D in Organizational Psychology at Saybrook Institute.

Janice and her husband, Chris, reside in Willington, with their two boys, Fen and Nye.

Ann Glover has served on the Board of Directors since 2009 and is a member of the Fund Development Committee. She is the chief marketing officer for ING Americas, and a parent of a Girl Scout. Ann oversees all corporate marketing activities for ING Americas, including advertising, brand development, sponsorships, diversity and cause marketing, creative services, market research and regulatory communications. Her responsibilities span the U.S., Canada and Latin America as ING continues to build the company's brand presence across the region.

Ann, who speaks French and Swedish, holds a bachelor of arts degree in biology from St. Michael's College in Vermont and a master's of business administration from Northeastern University.

Anthony Harris has served on the Board of Directors since 2008. Anthony is a member on the Audit and Investment Committees. He was formerly an Audit Manager with Pitney Bowes, Inc. in Stamford. In this role, he was responsible for assessing the control and financial environment for the postal and management services divisions of the company. He was also responsible for staff development and U.S. staff recruiting. Prior to joining Pitney Bowes, he worked for various Fortune 100 and 500 companies in financial management and audit roles with a focus on consumer products and computer manufacturing.

He holds an undergraduate degree from San Francisco State University in Accounting and is a Certified Public Accountant. His two daughters are former Girl Scouts. He is a resident of Stamford, Connecticut.

Walter Harrison - has served on the Board of Directors and the Board Development Committee since 2008. Walter is an American scholar of American Literature and Culture, and serves as the President of the University of. Walter graduated from Trinity College in 1968 and earned a masters degree from the University of Michigan in 1969. He subsequently served as a captain in the United States Air Force before earning his doctorate from the University of California-Davis. He began his career as an educator, teaching English and American Studies at Johannes Gutenberg University of Mainz in Mainz, Germany, Iowa State University and Colorado College. Harrison continues to educate in the field of English, teaching one course per year at the University of Hartford where, in addition to being the university's president, he holds the rank of resident professor. He serves on the board of numerous organizations including the CT Science Museum, the National Collegiate Athletic Association's Committee on Academic Performance to name a few. He is the immediate past President of the Board of the Hartford Stage. Walter is a resident of West Hartford.

Karen Hoffman has served on the Board Development Committee and the Board of Directors since 2007. Karen is a member of the Finance and Fund Development Committees and the Executive committee. She is currently a national delegate for Girl Scouts of Connecticut. She has been a Troop Leader, Council Trainer and has held several service unit positions including Service Unit Manager. Karen was awarded the Thanks Badge in 2000 and the Thanks Badge II in 2007. She retired from Ford Financial in May 2007 where she was on the audit team. Her background is in finance and management. She is married and has two daughters and resides in Cheshire.

Diana Ingraham – Was a past Board Member having served beginning in 2007. She holds an Associates degree in Human Services from Quinebaug Valley Community College and a Bachelor of Arts degree in Sociology and Applied Relations from Eastern Connecticut University. She works as the recording secretary for the Economic Development Commission, Village Advisory Board and Zoning Board of Appeals, as well as being the Democratic Registrar of Voters, for the Town of Voluntown. Diana is a lifetime member of Girl Scouting and a Gold Award Mother. She has served as Service unit Manager, Area Trainer Manager, Trainer and Troop Leader. She was active with Meals-on-Wheels for seven years and currently volunteers in the visitor and membership office at the Mystic Aquarium and Institute for Exploration, the Editorial Advisory

Board of the Norwich Bulletin, as secretary for Democratic Town Committee and has served over eighteen years on the Voluntown Board of Education which she currently chairs. Diana resides in Voluntown with her husband of forty years, Jared, has two daughters and two grandchildren.

Dr. Shirley A. Jackson – is a Professor of Sociology at Southern CT State University. Dr. Jackson's areas of specialization are race/ethnicity, gender, and social movements. Dr. Jackson has done research on race/skin color and class in Cuba since the Cuban Revolution. She has traveled to Cuba several times. She also does work on African American women's organizations, and on race/skin color and class in Cuba, the United States, and Brazil. Dr. Jackson is an active member of several professional sociology associations.

Dr Jackson is currently working on two research projects. The first is a socio-historical exploration of themes of race/ethnicity, gender, and violence in editorial cartoons during WWII and Civil Rights Movement. The second is an exploration into the lives of African American women in a social fellowship organization. Dr. Jackson has conducted research on mentoring programs for African American girls and empowerment in African American women's organizations.

Dr. Jackson served as Department Chair from 2001-2007. She created the Ethnic Studies minor at Southern Connecticut State University which she co-coordinates with Dr. Julian Madison of the History Department. She is a Board member of the National Association for Ethnic Studies and the Society for the Study of Social Problems, has served as President of the New England Sociological Association, Chair of the American Sociological Association's Section on Racial and Ethnic Minorities, and on committees in the Eastern Sociological Association, Association of Black Sociologists, and other organizations. Her community involvement includes serving as both as Family Partner and Family Selection committee member for Habitat for Humanity and on The Community Foundation for Greater New Haven's Women and Girl's Fund committee. She is listed in *Who's Who in America* and *Who's Who Among America's Teachers*.

Peggy Jerrell – is the immediate past President of the Board of Directors having served until 2008. She has served in various operational roles ranging from Troop Leader to Gold Award Committee to Service Unit Chair. She is a recipient of the Thanks Badge II, the highest adult recognition in Girl Scouting. She has been recognized by the Association of Volunteer Administrators and the National Women's Hall of Fame.

Peggy also has held leadership positions with Bridges, a mental health agency serving Milford, Orange, and West Haven, as a member of the board and past treasurer. She has served as a leader in her church, with the local food pantry and with Special Olympics.

As a business professional, Peggy has more than twenty years of experience in human resources in banking, education, healthcare, and social services. She is currently the Benefits & Compensation Administrator at Gaylord Hospital. She is a graduate of the Women's Campaign School at Yale University and is Certified Compensation Professional.

Peggy is married, has three children, six grandchildren, and is a resident of West Haven.

Edna M. Karanian- has served on the Board Development Committee since 2010. Edna is a natural gas industry professional since 1982, is Director of Yankee Gas System Operations of The Northeast Utilities System. In addition to day-to-day system operations Ms. Karanian has been leading strategy, supply planning & acquisition, portfolio management for Yankee since 2008.

Edna has a B.A. in Economics from Eastern Connecticut State University and an M.S. in Management from The Lally School of Management & Technology at Rensselaer. She is a member of various professional energy associations. She has also served on the Advisory Board to the Blind - Manufacturing , Urban League Board of Greater Hartford, the Connecticut Energy Advisory Board, The Connecticut Resource Recovery Authority (Board member, Finance Committee and HR Committee) and is currently serving on the board of the Connecticut Power and Energy Society.

a former Girl Scout in her youth, Ms. Karanian resides with her husband and their two children in Wethersfield, Connecticut.

Naomi Kleinman- has served on the Board of Directors since 2008. Naomi also volunteers on the Executive, Financial and Investment Committees. is Vice President of The Phoenix Companies, Inc. Ms. Kleinman joined Phoenix in 1996 as an assistant vice president and was promoted to second vice president in 1998. She was named vice president in 2001. Prior to joining Phoenix, she worked at Connecticut Mutual in positions of increasing responsibility in investments and corporate finance. Ms. Kleinman has an. A.B. from Dartmouth College as well as an M.B.A. in Management Science from the Wharton School, University of Pennsylvania. Ms. Kleinman is on the endowment committee of Emanuel Synagogue. She is a former Girl Scout and her daughters have been active Girl Scouts. Naomi resides in West Hartford.

Mercedese E. (Ellie) Large is the Director of Claim Strategy, Customer Experience for the The Travelers Companies, Inc. in Hartford. She develops and drives initiatives for the entire claim organization (over 13,000 employees) that elevates the profile and benefits of customer experience so that it is valued as much as efficiency and effectiveness currently. She also serves as an ambassador for the customer experience concept throughout the company. She earned her M.B.A. from Harvard Graduate School of Business Administration and her B.A. in English and Spanish from Tufts University. She is an avid golfer, squash player, cook, and ceramicist. For the Girl Scouts of Connecticut, she has been part of the strategic planning committee member, a grant writer, and Badge Breakfast co-chair. She is also a Board member for CHI, Inc. and First Tee of Connecticut; a former corporator and active volunteer at Renbrook School; a former house committee member at The Country Club, Farmington; and a former trustee at Miss Porter's School. She is the co-founder of The Bleeding Edge, a company dedicated to the PC gamer.

Ed Lewis - has served on the Board of Directors since 2009. Ed also volunteers on the Executive and Finance Committees. He joined CIGNA Corporation in March of 1987 and has thirty-one

years of investment management experience within the financial services industry, including twenty-one years with CIGNA. He is currently responsible for investments in all mezzanine and equity buyout funds, direct and co-investment deals, and represents CIGNA on 24 different fund advisory boards. Ed is a mezzanine advisory panel member of Atlantic Conferences, Inc. and a frequent speaker at industry conferences. His educational background includes a B.S. degree in Accounting and Economics from Fordham University and an MBA in Finance and Money & Financial Markets from Columbia University's Graduate School of Business. Ed is on the board of several non-profit organizations including, the Wadsworth Atheneum Museum of Art and Cedar Hill Cemetery. He is the immediate past Chairman of both the Corporate Board of Connecticut Children's Medical Center and the Board of Connecticut Children's Medical Center Foundation. He is an investor and advisory board member of Ironbridge Mezzanine Fund, L.P., an SBIC Fund focused on providing investment capital to minority and women-owned companies in the New England and Mid-Atlantic states. Ed currently chairs GSOFACT's investment committee, and is a resident of Hartford.

Cristina MacKinnon - Cristina has been a Girl Scout for eleven years. She belongs to Troop #66127. Scouting has always been an important aspect of her life. Cristina is enrolled in Bristol Eastern High School in Bristol, where she participates in the drama and various other clubs.

Denise Merrill - Denise Merrill was elected as Connecticut's 73rd Secretary of the State on November 2, 2010. As Secretary of the State, Denise Merrill serves as chief elections official and business registrar for the state of Connecticut.

Prior to her election as Secretary of the State, Denise Merrill served as State Representative from the 54th General Assembly district for 17 years, representing the towns of Mansfield and Chaplin. First elected to the General Assembly in 1994, Denise Merrill rose to the rank of House Majority leader from 2008-2010, the second most powerful position in the Connecticut House of Representatives. She also served as the House chair of the budget writing Appropriations Committee from 2005-2008, and as Vice Chair of the committees on Education from 1994-98 and Government Administration and Elections from 1994-96. Merrill also served on the Commerce and Banking committees during her legislative tenure. In 2009, Denise Merrill was named by her colleagues in the legislature as "Most Respected by the Other Side of the Aisle" and "Most Effective Legislator" in a poll done by Connecticut Magazine.

Throughout her career she has supported efforts to increase voter participation, sustain a fair and open government, and advocate for legislation designed to curb the influence of special interests in our electoral system. She has also been a leading voice on education, including civic education in our schools. Secretary Merrill previously worked at the Child Health and Development Institute of Connecticut as the Director of its Training Academy and consulted with the Department of Education to develop civic and law education programs for students. Denise Merrill was also the Co-Chair of the Women's Campaign School at Yale, a non-partisan organization that coaches women from all over the world who are interested in pursuing elected office.

Secretary Merrill is a graduate of the University of Connecticut, is licensed to practice law in the state of California, and is a classically trained pianist. She lives in Mansfield where she raised three now adult children. Her family includes daughter Nicole and her husband Brett Van Zandt, son Alex and his wife Alexa, and son Nate. She has one granddaughter, Lila. In her free time she enjoys gardening, hiking, skiing, playing piano, and spending time with her granddaughter.

Elsa Nuñez - has served on the Board of Directors since 2009. Elsa also volunteers on the Executive and Strategic Learning Committees. She commenced her term as the sixth president of Eastern Connecticut State University (Eastern), Willimantic, CT on August 4, 2006. She comes to Eastern with over 20 years of experience as an administrator and faculty member. Prior to joining the Eastern community, Dr. Nuñez served as the Vice Chancellor for Academic and Student Affairs at the University of Maine System from 2003 to 2006. Before her time at Maine, Dr. Nuñez served as Provost and Vice President for Academic Affairs at Lesley University. From 1993 to 1997 Dr. Nuñez was University Dean for Academic Affairs and Vice Chancellor for Student Affairs at the City University of New York. She served as Associate Dean of Faculty at the College of Staten Island of The City University of New York from 1986 to 1992. She has received several fellowships in her career. Among them are: American Council on Education Fellow in Academic Administration at The College of Staten Island and Hispanic Leadership fellow in Academic Administration for the New Jersey Department of Higher Education. She was selected as one of three Outstanding Woman of the Year by Governor Thomas Kean for the State of New Jersey in 1987. Dr. Nuñez received her B.A. from Montclair State College, an M.A. from Fairleigh Dickinson University and a doctorate in Linguistics from Rutgers University. Dr. Nuñez is the author of Pursuing Diversity (1992) and has published articles in the areas of language acquisition, diversity, Hispanics in higher education, cultural differences in education, and retention. Dr. Nuñez was born and raised in Puerto Rico, is married to Richard Freeland and resides in Willamantic.

Mary Pepe - is currently President of RE:SOLUTION LLC, which offers a variety of consulting services to both for profit and not for profit entities. She was formerly Vice President of Operations for the Regional Water Authority in New Haven. Prior to that Ms. Pepe was Director of Human Resources at the Water Authority and for Tele-Media Company of Western Connecticut and Valley Cable Vision. She began her career in education where she taught English at the secondary level and was also a central office administrator responsible for staff development and public relations. Ms. Pepe has a long history of involvement in community activities. She is presently the Chair of the Board of Trustees of Long Wharf Theatre and a member of the Board of Elm Shakespeare and the International Festival of Arts and Ideas. An associate fellow of Calhoun College of Yale University, Ms. Pepe is a trustee of the Gateway Community College Foundation and the Valley Community Foundation and a director of the Connecticut Women's Hall of Fame. She was recently elected to the Board of the Gesell Institute. She is former chair of the Board of Trustees of the Community Foundation for Greater New Haven, of the Valley United Way and of the Birmingham Group as well as a former First Vice Chair of Easter Seals Goodwill Industries.

Ms. Pepe received a Bachelor of Arts degree from the College of New Rochelle (NY), a Masters of Arts degree from Fairfield University, and completed post graduate work at the University of Connecticut. She is the recipient of numerous awards for her community service.

Kim Pita - has served on the Board of Directors since 2010. Kim also volunteers on the Fund Development Committee. She is Managing Principal, Pita Communications LLC and Chief Operating Officer, Vrroomedia, LLC. Kim has more than 19 years of experience as a research strategist, professional writer, editor and public relations professional. She heads up agency operations and works as the primary marketing strategist for many of the agency's accounts. She worked as a congressional press secretary, communications manager and newspaper editor before starting the business in 1996. A graduate of Framingham State College with a BS in media communications and journalism, her perspectives on advertising have been published in the Hartford Business Journal, and she often makes presentations on overcoming stress and work/life balance. Kim is past president and honorary director of Rebuilding Together Hartford and serves on the Communications Advisory Committee of Foodshare of Greater Hartford. She is vice president of the Board of Directors of Hartford Children's Theatre. She recently rejoined the Board of Directors of the Rocky Hill Chamber of Commerce. A member of the Public Relations Society of America and National Association of Women Business Owners, she was the recipient of the CT Chapter March of Dimes 1997 Rookie Volunteer of the Year award, was named to the "40 under 40" list by the Hartford Business Journal in 1999 and was honored with an Alumni Achievement Award from her alma mater in 2006. Kim and her company give back to the community in many ways through volunteer hours, donations and pro bono work supporting organizations such as My Sister's Place, Connecticut Women's Hall of Fame, YWCA, Riverfront Recapture, the Connecticut Forum, Reach Music Festival, United Way, Hartford Youth Scholars Foundation and the Hartford Foundation for Public Giving, among others. With her partner in business and in life Paul, she has two young children.

Patricia Russo- has served on the Board of Directors since 2008. Pat also volunteers on the Fund Development and Strategic Learning Committees. She presently serves as Vice President of the Board of Directors of the Women's Campaign School at Yale University. She also serves on the Board of Trustees of the Connecticut Women's Hall of Fame and the Advisory Council of Women's Health Research at Yale University. For the past 30 years, she has been a women's rights leader in Connecticut on the state and national level.

Ms. Russo is a former member of the Board of Directors of the Southwestern Connecticut Girl Scout Council. She is also a former Cookie Chair and Girl Scout Leader. A former Girl Scout herself, she attributes her commitment to serving the "greater good" as a direct result of being a Girl Scout in her youth.

She holds an undergraduate degree from The George Washington University and a certificate in health care management from the Yale School of Management. She has taught and lectured extensively on the rights of women in America. She is a resident of New Canaan, Connecticut.

Meg Sakellarides - has served on the Board of Directors since 2008. Meg also volunteers on the Finance and Investment Committees. She is Chief Financial Officer of Connecticut Public Broadcasting, Inc, the parent company of Connecticut Public Television (CPTV) and WNPR/Connecticut Public Radio has over twenty years of financial management and business experience, specifically with for-profit financial services organizations and non-profit educational institutions. A 1986 magna cum laude graduate of the University of Connecticut with a B.S. degree in Accounting, Ms. Sakellarides is a Certified Public Accountant (CPA) in the

State of Connecticut and a member of the American Institute of Certified Public Accountants (AICPA).

Ms. Sakellarides spent seven years as a manager with the Big 6 accounting and consulting firm of Deloitte & Touche, specializing in audit services for corporate, banking, and not-for-profit clients. Clients included Emhart Corporation, TD BankNorth (formerly known as Glastonbury Bank and Trust), and the City of Hartford. After her tenure at Deloitte & Touche, Ms. Sakellarides spent five years at CIGNA Corporation, an international multi-line insurance company, where she was responsible for human resource development and training for the Financial Executive Development Program (FEDP) for accountants and actuaries. Ms. Sakellarides is very active in the Hartford community and is currently a Board member of several non-profit organizations, including the Connecticut Women's Council, the Learning Corridor, Inc., and the Aurora Women and Girls Foundation. Ms. Sakellarides is active in the local arts community, youth sports, and currently resides in Tolland with her husband, Scott, and their two children.

Saba Shadid - has served on the Board of Directors since 2010. Saba is a member of the Property and Strategic Learning Committees. She was a former girl member of the board. She served for one year and previously served on the Ct. Trails Board as a girl member. Saba is a Gold Scout and served as the emcee for our most recent Gold Award ceremony on June 6th. She just completed her freshman year at Quinnipiac University and is committed to being very active on the board.

Caroline Sloat - has served on the Board of Directors since 2009. Caroline is a member of the Executive Committee. She is a resident of Thompson. She has been involved in Girl Scouts in Connecticut since 1986, when she first joined the board of directors of Connecticut Trails Council. Caroline held a number of positions and was board chair from 1994-2001. She chaired strategic planning from 2001-3 and developed a master plan for the Council's outdoor properties, including reactivating one. She served again briefly on the board as the council prepared for the merger, and was also the editor/writer of the last two editions of Tales of the Trails, the Council history. Since the formation of Girl Scouts of Connecticut, Caroline has been Regional Chair for Windham county. Professionally, Caroline is director of scholarly publications at the American Antiquarian Society in Worcester, Mass. This follows a long career in research and publications at Old Sturbridge Village. In addition to Girl Scouts, she is an active volunteer with her church and the Mount Holyoke College Alumnae Association. She has held leadership positions with both groups. Carol received her BA from Mount Holyoke, and MA in history from the University of Connecticut. She is proud of her Elisabeth who earned her Gold Award.

Teresa Younger- is currently on her second term as Board President. She is a lifelong Girl Scout who earned both her Silver and Gold Awards as a youth. Her early Girl Scout experiences included serving as a National Delegate in Detroit, MI and in two Wider Opportunities activities. Most recently she was appointed Fairfield County Regional Chair and elected as a National Delegate for GSO of CT. Teresa is the Executive Director of the Connecticut General Assembly's Permanent Commission on the Status of Women, the State's leading force for

women's equality. Teresa has a diverse array of policy and management experiences from corporate philanthropy to youth development. She currently sits on the boards of the National Association of Commissions for Women and the Universal Health Care Foundation, serves on the AED New Voices National Advisory Board and the American Camp Association Public Policy Committee. She was most recently identified by the Hartford Business Journal as one of the "8 Remarkable Women in Business" and has continually been recognized for her commitment to civil rights and civil liberties. Teresa has a bachelor's degree from the University of North Dakota, and resides in Shelton, CT.

Suzanne Wakeen- has served on the Board of Directors since 2008 and the Board Development Committee since 2011. Suzanne is a Vice President at People's United Bank in the Commercial Real Estate Finance Department in Bridgeport. As a loan officer, she is responsible for underwriting loans, originating new business and maintaining asset quality. She has been in commercial real estate finance for seventeen years. Prior to People's, Suzanne was at Merrill Lynch Hubbard, Chemical Bank and Connecticut Bank & Trust. Suzanne has a BA degree in Economics from the University of Connecticut. She lives in Wilton and has four children, all who have been involved in Scouting; two Girl Scouts and two Boy Scouts. Suzanne has been a volunteer in many local non-profit organizations.

Robert (Bob) White served as the Chair of the Board Development Committee and an ex-officio member of the Board of Directors for Girl Scouts of Connecticut. He was an active worker on the Council Realignment Committee, particularly for the properties committee. He has been involved in property management for over 20 years and is currently General Manager for Crown Properties, Inc. in Milford. Bob has been a Girl Scout troop leader and has been on the Girl Scout Legacy Housatonic Board for two years. He has worked on various council committees and events, from QSP, cookie team, to Camp Katoya. Bob also serves on town committees, from President of Milford council of PTAs and Milford's Flood Erosion Board. Bob resides in Milford.

Cecilia Woods- was appointed in 2007 by President Pro Tempore Donald Williams to the Permanent Commission on the Status of Women. She currently serves as Vice-Chair of the Commission. She was most recently Deputy Chief of Staff and Research Director in the Connecticut State Senate for the Senate Democrats where she was employed for 23 years. She also served as Chief of Staff for the late Congressman Adam Benjamin of Gary, Indiana and was a Carter White House Aide in the late 1970s. Ms. Woods, a graduate of Drew University, holds a Master's Degree in Urban Studies from Occidental College and was a National Urban Fellow at Yale University. In addition to the PCSW, she has most recently devoted her time to the Parents' Association at the The Independent Day School, in Middlefield, CT and the Greater Hartford Chapter of Jack and Jill of America, Inc. She is an active member of the Martin Luther King Scholarship Committee of Middletown, CT, a member of St. Justin's Parish in Hartford and was both a Brownie and a Girl Scout in her youth. She lives in Middletown with her husband, Glenn and her son, William who is presently attending Xavier High School.



**PROFILE OF BOARD OF DIRECTORS AND
BOARD DEVELOPMENT COMMITTEE
INCLUDING THE SLATES OF NOMINEES PRESENTED TO THE VOTING MEMBERS
OF THE CORPORATION
ON MAY 4, 2011**

- 1* is a Gold Scout
- 26* are women, *2* are girls, and *4* are men
- 6* are African American
- 22* are White (non-Hispanic)
- 1* is Hispanic
- 1* is Asian American
- 1* is Native American
- 2* served as president of a Girl Scout council
- 17* were girl members and/or parents of a Girl Scouts
- 2* are attorneys
- 2* are certified public accountants
- 2* are sitting University Presidents
- 3* have earned Ph.D.s
- 4* have been appointed to state or federal legislative or executive positions
- 2* are elected officials
- 23* are specialists in banking, finance, communications, technology, or strategic planning
- 15* have top level experience in fund development
- 8* have distinguished backgrounds in marketing
- 3* are experts in human resources
- 16* serve on one or more corporate or non-profit board of directors



2011– 2014 Strategic Plan

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

STRATEGIC FOCUS	VISIBILITY	RECRUITMENT & RETENTION	INNOVATION	FUND DEVELOPMENT	CAPACITY
2011 PRIORITIES	<p>Build a robust and focused marketing strategy for the Council</p> <p>Implement 100th anniversary initiatives</p> <p>Advocacy - Develop one-voice “public policy” agenda statewide around our signature programs - Live Healthy/Lead Healthy; Girlz R.U.L.E.™; and STEM</p>	<p>Integrate program model & pathways consistently throughout the council</p> <p>Expand the concept of the Hispanic Membership & Marketing Initiative (HMMI)</p> <p>Expand our signature programs - Live Healthy/Lead Healthy; Girlz R.U.L.E.™; and STEM</p>	<p>Implement process improvement for operations throughout the Council</p> <p>Create customer (care) relations unit</p> <p>Provide professional development programs for staff & volunteers</p>	<p>Stabilize fund development infrastructure and create an extensive training component to position GSOFCT to achieve \$5 million in annual contributed income and build a \$10 million investment portfolio</p>	<p>Implement a high-performance governance system giving our members, both girls and adults, appropriate voice in Girl Scouting in the state</p> <p>Create a master plan for all council properties</p> <p>Position the council for long-term financial stability and growth with a \$20 million annual operating budget</p>
INNOVATION ➔					
TECHNOLOGY STRATEGY AND IT INFRASTRUCTURE ➔					
STRATEGIC PARTNERSHIPS/ALLIANCES ➔					

GROWTH STRATEGY



2014 STRATEGIC OUTCOMES

MEMBERSHIP	19.54% Market Share for girls (55,398) 1.6% Market Share for adults (22,122) 15% Market Share for Hispanic girls (9,000)
FUND DEVELOPMENT	\$5,000,000 Annual income
PROGRAM	Focused outdoor program operations at 100% capacity Signature programs delivered state-wide Program outcomes reports are shared broadly
PRODUCT SALES	25% growth in revenue; 41,684 girls selling; 100 boxes per girl average
CAPACITY	\$20,000,000 operating budget \$10,000,000 investment portfolio Product sales revenue is no more than 45% of total annual income Customer Service – on a scale of 1(poor) to 10 (outstanding) customer satisfaction survey results on average are 7-10
Visibility:	<p>Girl Scouts is the first choice organization for girls ages 5-18. Parents, guardians, families, media, critical partners and especially girls know how relevant Girl Scouts is in the 21st century and they want to be a part of Girl Scouting. Our leadership model – Journeys and Pathways – are familiar to all stakeholders and the media.</p> <p>Aggressive media/pr/marketing and communications actions have us well positioned in the market throughout the state with timely, clear, concise, consistent messaging that captures the attention of our target audiences. The Girl Scout brand is embraced by all stakeholders who champion the messaging. We master social media outlets.</p> <p>Girls have a sense of pride about Girl Scouting and celebrate their achievements externally in their communities, schools and with friends. Girl presence is felt throughout the organization and girl voices infuse energy and enthusiasm for Girl Scouting; they are our spokespeople and cheerleaders.</p>
Recruiting/Retention:	GSOFCCT is welcoming, flexible, and accessible and there are options of choice. It is easy for volunteers to sign up and provide services to girls. We provide strong support systems for parents, guardians, volunteers and girls. Membership is flourishing.

We have a flexible volunteer model and members are from different walks of life. Our staff is sensitive to volunteer needs and our systems are designed to provide quality customer service.

Our girl, volunteer and staff members' demographics are more closely aligned with the statewide demographics. Our programs are tailored to meet the needs of the state's changing demographics.

Programming is fun, relevant, accessible and flexible for Juniors, Cadettes and Seniors. The pathways are fully integrated in all aspects of the organization that enables girls to participate in Girl Scouts within venues and timeframes that meet their needs.

Innovation:

The Council has a multi-stage process where we transform ideas into new/improved programs, products or processes in order to advance, compete and differentiate ourselves in the community.

We leverage the skills of our volunteers and alumna through networking on and off-line. We have an active Alumni directory online consisting of former leaders and volunteers. We engage our volunteers/alumni through technology and provide innovative support for them to carry out the mission of Girl Scouting.

In addition to volunteers in service units, over 10% of our adult membership is actively engaged in the mission of Girl Scouting.

We have an open line of communication to girls and families. Girls are engaged in Journeys. Journeys and Pathways are understood by all and are used by staff, volunteers and girls. Programming resources are accessible and transparent. Engagement in the program results in increasing membership.

Fund Development:

Contributed income from all sources is over \$5 million annually enabling GSOFACT to expand and fully implement exciting and relevant girl programs to an increased membership.

The Board of Directors and volunteers are actively engaged in our fund raising efforts and drive contributed income to a \$10 million investment portfolio.

Capacity:

GSOFACT is governed by an efficient democratic system that is decisive, speedy and action-oriented. Our governance model engages stakeholders in an appropriate manner that allows us to keep pace with real-time issues and alignment that focuses priorities and resources. We have an intentional and transparent culture where members have an understanding

of their role and a clear voice. We have clear bylaws that outline appropriate and substantive roles, responsibilities and accountabilities. There is a single vision around governance that all stakeholders understand. Education about governance occurs throughout the council. Girls have a genuine influence at appropriate points in the governance process.

We own and operate the right amount of Program and Service Centers that position us to provide quality programming to girls, support volunteers, and maintain appropriate working conditions for staff in a financially prudent manner. There is a clear vision for use/management of our properties. We have increased utilization by GSOFCT girls. Volunteers are actively engaged in promoting and using our camps throughout the year. Our outdoor properties are maintained at a state-of-the-art level that increases the utilization of all owned properties. We utilize our owned properties to the fullest for staff/administrative needs. Service Centers become “place” for girl programming and volunteers. We own and operate the right number of retail shops that position us to provide quality service to our volunteers and programming to girls while being financially prudent.

We have the skills and competencies to enter into strategic partnerships that further our mission by bringing additional resources, visibility and support for the council. Our girl programming is enhanced and strengthened as a direct result of these alliances. We aggressively embrace the opportunity for strategic alliances, are able to articulate the value we bring to the table, and deploy high level negotiation skills to ensure the best interest of the council is served.

We have strong revenue from multiple sources and cookie sales only represent 45% of our revenue while still growing the actual sale results. Our overall revenue line increases to \$20 million.

We are externally focused and internally aligned. We have a clear quality and consistent customer service focus (internal and external) in all departments and aspects of our operations. Volunteers, donors, business partners and girls have a positive experience interacting with every aspect of the council. There is a process for bringing girls and volunteers in the door and servicing them that meets their needs. We have the right skill sets and competencies throughout our operations to develop and implement efficient work processes. Our culture embraces the opportunity that change can bring and we willingly seek out those positive change improvements. We understand that change is the only constant – cultural change. Staff and volunteers understand and grasp the bigger picture of the Movement in the state (and attendant challenges and opportunities) that comes with a large complex organization.



November 22, 2010

Girl Scouts of the USA

420 Fifth Avenue
New York, NY 10018-2798
212-852-8000

Dear Council Board Chair and CEO:

The 2011 Girl Scout National Council Session/52nd convention promises to be an historic event. Over the course of four days, a transformed and vibrant Girl Scout Movement will take the national stage as it launches a year-long celebration that will mark our 100th Anniversary.

Plan to be with us in Houston, November 10-13, 2011, for the dawn of the second century of Girl Scouting. We will engage in the business of the Movement, offer exciting new educational opportunities, and conduct a groundbreaking series of strategic conversations about the future. Our desire is for delegates and visitors to leave the convention feeling inspired with a new sense of hope, purpose and commitment to the mission.

If you have any questions regarding either the number of delegates or any of the material in the enclosed Credentials-Registration information, please contact Laura Samerson, Director, Membership Credentials, at (800) 223-0624 ext. 8088 or (212) 852-8088 (direct line), or lsamerson@girlscouts.org.

Many thanks—and see you in Houston!

Kathy Cloninger
Chief Executive Officer



**2011 GIRL SCOUT NATIONAL COUNCIL SESSION/52nd CONVENTION
NOVEMBER 10 –NOVEMBER 13, 2011
CREDENTIALS-REGISTRATION INFORMATION**

The attached **Notice of Delegate Quota-Registration Form**:

- Provides the number of delegates the council is entitled to elect for membership in the National Council.
- Gives the national organization a list of the councils' duly elected delegates and persons designated to fill any delegate vacancies that may occur.
- **When signed by the Council Board Chair/President or other elected Board Officer**, is a means for the council to certify that these individuals are eligible for membership in the National Council.
- Is the official registration form for each council's delegates and full time visitors. **All delegates and full time visitors must register to attend in advance.** All delegates and visitors must also be registered members of GSUSA.

Delegate Quota

The number of National Council delegates to which a council is entitled is determined according to Article IV, Section 5 of the Constitution of Girl Scouts of the USA.

Delegate Eligibility

Eligibility is defined in Article IV of the Constitution of Girl Scouts of the USA. In brief, all delegates must be:

- United States citizens
- 14 years of age or older at the time of the National Council Session
- Members of the Girl Scout Movement in the United States

Furthermore, council executive staff of any local council may serve as delegates provided the number of executive staff members does not exceed the number of volunteers serving as delegates for the council. Council office staff/non-exempt staff may not serve as delegates.

All delegates attending the 2011 Girl Scout National Council Session/52nd Convention must register in advance through their local council.

***Convention Representatives: Please ensure that all delegates and official adult visitors have accurate e-mail addresses on their membership files to receive ongoing information from the National Board and/or National Council Session updates.**

Official Full Time Visitors

Individuals wishing to attend the 2011 Girl Scout National Council Session/52nd Convention, as full time visitors must pay the convention registration fee and register to attend through their local council. All official visitors, including friends or family members of delegates, registering to attend must also be registered members of GSUSA and be 14 years of age or older at the time of convention.

There is no limit to the number of full-time official visitors a council may send to the upcoming session.

Convention Registration, Fees and Deadlines

All council delegates and official visitors attending the 2011 Girl Scout National Council Session/52nd Convention must register to do so, in advance, through their local council. Councils use the attached Notice of Delegate Quota-Registration form to submit the registrations. Because of security concerns, visitor names must be submitted.

- Registrations and payments received by GSUSA before July 15, 2011 are \$225.00 for girls (ages 14 – 17) and \$295 for adults (18 and over) per delegate or visitor.
- Registrations and payments received by GSUSA after July 15, 2011 are \$275.00 for girls (ages 14 – 17) and \$350 for adults (18 and over) per delegate or visitor.
- Councils should return the attached registration form(s) and payment to GSUSA, 420 Fifth Avenue, New York, NY 10018-2798 Attn: Membership Credentials. If you receive additional visitor registrations after submitting the initial delegate/visitor registrations, please use the extra form that is enclosed and, once again, names must be submitted.
- GSUSA will refund the registration fee, minus a \$60.00 cancellation charge if written notice is received at the above address by August 20, 2011.
- **GSUSA must receive all 2011 National Council Session/52nd Convention registrations and payments no later than August 20, 2011. Full time registrations will not be sold on site.**

For both delegates and official visitors, the registration fee covers convention publications, convention credentials, shuttle bus transportation, admission to all meetings of the National Council and to the Hall of Exhibits and admission to convention events except optional events for which there is an additional charge. Official visitors may attend all convention events except those planned specifically for delegates.

Delegate Vacancies/Changes

If a registered delegate is unable to attend the National Council Session, a letter signed by the council board chair/president or other authorized, elected board officer of the council is required. The letter must indicate that a vacancy has occurred and name the person to fill the vacancy. If the name of the person to fill the vacancy does not appear on the council's registration form as one of the individuals designated to fill a vacancy, the letter must also contain a certifying statement that the replacement delegate is eligible for membership in the National Council. The letter must include their GSUSA membership identification number, the position in which the person is registered, age group and racial/ethnic category.

Notices should be sent to Membership Credentials up to the registration deadline, August 20, 2011. If a vacancy should occur after that date, the letter should be presented at the Credentials Desk at the George R. Brown Convention Center.

Transfer of a delegate credential to a designated alternate on site in Houston for reasons other than illness or emergency situations is not appropriate.

PLEASE REMEMBER THAT ALL DELEGATE CHANGES MUST BEAR THE SIGNED APPROVAL OF THE COUNCIL BOARD CHAIR/PRESIDENT OR AUTHORIZED, ELECTED BOARD OFFICER. CHIEF EXECUTIVE OFFICER SIGNATURES ARE NOT ACCEPTABLE FOR EITHER THE DELEGATE REGISTRATIONS OR SUBSEQUENT CHANGES.

Badge of Admission and Delegate Credentials

A packet of materials containing both delegate and official visitor badges of admission, delegate credentials, and convention information for each council will be distributed at the Credentials Desk in Houston.

Each council is asked to designate a representative to pick up the packet at the Credentials Desk on site. That individual must present the attached Letter of Identification, which must bear the signature of the council president/chair or other elected council board officer. Chief executive officer signatures will not be accepted.

The council should inform its delegation of the name of the designated representative and the specific place and time in Houston to obtain the materials from that representative. Official visitors will not be able to obtain the materials directly from the Credentials Desk. In the event one of the council's delegates wishes to pick up her/his own credentials directly from the desk, please make that notation on the Letter of Identification. The delegate will then need to present a current photo identification at the Credentials Desk.

Badges of admission must be worn at all times. The badge admits registrants to all meetings and to the exhibit area.

The closing hour for issuing credentials to delegates to the National Council Session is tentatively November 13, 2011 at 9:30 a.m. Any updates to this time will be listed in the Convention Info Book and on the website.