

## Position and Candidate Specification



Girl Scouts of the USA

### Chief Executive Officer

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Girl Scouts is the premier leadership development experience for girls and the largest girl organization in the world. Our mission is to build girls of courage, confidence and character, who make the world a better place. With programs in STEM, Life Skills, the Outdoors and Entrepreneurship, Girl Scouts offers every girl a chance to practice a lifetime of leadership, adventure and success in a safe, fun and encouraging environment. The Girl Scout Movement is more than 2.3 million strong—more than 1.5 million girl members, 700,000 adults (primarily volunteers), and 160,000 lifetime members who believe in the power of every girl. Be prepared is our motto and we work to enable every girl to realize her best possible future.

Founded by Juliette Gordon Low in Savannah, Georgia, on March 12, 1912, Girl Scouts of the USA was chartered by a special act the United States Congress on March 16, 1950. There are currently more than 50 million Girl Scout alumnae. GSUSA and its members are active partners in a worldwide sisterhood through affiliation with the World Association of Girl Guides and Girl Scouts (WAGGGS).

All Girl Scouts respect and are governed by the Girl Scout Promise and Law:

### **The Girl Scout Promise**

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

### **The Girl Scout Law**

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

### **Key Alumnae Stats**

- 17 of 24 women (71 percent) in the United States Senate are Girl Scout alums.
- 65 of 121 women (54 percent) in the House of Representatives are Girl Scout alums.
- Five of the nine current female governors are Girl Scout alums.
- Every female secretary of state in U.S. history is a former Girl Scout or Girl Guide: Madeleine Albright, Condoleezza Rice and Hillary Clinton.
- 68 percent of all Girl Scout alums report that Girl Scouts had a positive impact in their lives.

## The Girl Scout Difference

Research shows that girls learn best in an all-girl, girl-led and girl-friendly environment. Girl Scouts is proven to help girls thrive in five key ways as they:

- Develop a strong sense of self
- Seek challenges and learn from setbacks
- Display positive values
- Form and maintain healthy relationships
- Identify and solve problems in the community

The [Girl Scout Research Institute](#) provides groundbreaking research and along with the GSUSA policy office in Washington, DC, GSUSA delivers insights on the impact of Girl Scouts programming and leads national conversations about girls and their development via groundbreaking original studies.

## What do Girl Scouts do?

Girl Scouts provides a safe and fun environment for girls aged 5-17 to develop leadership and life skills, make lasting friendships and gain independence. GSUSA delivers a broad spectrum of programming and services to the Movement and works with council leadership to align on implementation of the Movement strategy and vision. The Girl Scout program is experience-based and progressive, teaching skills and offering challenges that are matched to the girl's age and existing knowledge while allowing them to challenge themselves, take risks, and hold their heads high as they connect with the world around them. The majority of girls participate in local troops run by volunteers and enhanced by programs offered at the council and national levels. GSUSA creates special collaborations and program series for Girl Scouts, including the recently announced [Becoming Me](#) program in collaboration with Penguin Random House and Former First Lady of the United States Michelle Obama.

Girl Scouts is committed to Diversity, Equity, Inclusion and Racial Justice and girls engage with others in a multicultural environment while taking action to make a difference in the world. Girl Scouts guides girls to make positive life choices, explore education and career opportunities and reach their full individual potential. The highest achievement in Girl Scouts is the [Gold Award](#), earned by the most exceptional high school aged Girl Scouts. The Gold Award **is the preeminent youth leadership award** and requires girls to identify a community need, build a team of advisors, and then create and implement a sustainable solution to that problem.

GSUSA is also a member of the World Association of Girl Guides and Girl Scouts (WAGGGS) and recognizes the importance of global Girl Scouting opportunities for girls, alums, and adults. GSUSA has led world-wide research on the importance of girl-only organizations and will host a Global Roundtable: Power of All Girl Spaces to create a global compact—an action plan on how to strengthen and better position girl-only organizations. In addition, each year GSUSA joins over 5,000 women and girls from around the world at the United Nations to participate in the Commission on the Status of Women (CSW). CSW is a functional commission of the UN that is dedicated exclusively to gender equality and advancement of women.

In October 2019, GSUSA formed a wholly owned for-profit company, called One GS Media, to increase and diversify revenue streams to fund our future for girls. One GS Media operates a digital media website for women with a broad range of lifestyle content that appeals to all women, and also provides an opportunity to lift up Girl Scout alums, Highest Award Girl Scouts, and GSRI research on girls. All profits from the site will be used to benefit the Movement.

### **Girl Scout Cookie Program**

The Girl Scout Cookie Program is an approximately \$1 Billion program, the largest entrepreneurial and financial literacy program for girls in the world. While providing the 111 Girl Scout Councils their main source of revenue, and allowing girls and troops to self-finance and fund programs, the Cookie Program also gives girls the opportunity to build business skills and acumen that they can use throughout their lives. When the cookie sale was first instituted more than 100 years ago, it was a game changer because it allowed Girl Scouts to become a financially independent, female-run nonprofit organization.

### **FURTHER INFORMATION**

Headquartered in New York City, GSUSA operates with approximately 400 full-time staff and an \$85 million annual budget. The Girl Scout Movement operates through a federated model, with each of its 111 councils functioning as an independent 501(c)3 organization that is accountable to a local board. For more information, please visit [www.girlscouts.org](http://www.girlscouts.org).

Reporting to the GSUSA Board of Directors, the Chief Executive Officer (CEO) of Girl Scouts of the USA will have the opportunity to lead, in close collaboration with other Movement stakeholders, an iconic brand and Movement that is developing America's next generation of female leaders. The CEO will partner with the GSUSA Board of Directors to provide the vision and strategic direction that will position GSUSA for success and increasing relevance in a dynamic, competitive environment. This leader is responsible for:

- living, promoting and maintaining the values and culture of the organization and the Movement;
- inspiring and retaining key GSUSA staff; and
- securing the financial health and impact of the organization.

The CEO will create productive, trusting relationships with a wide range of stakeholders, including Council leaders, volunteers, members of the Girl Scout Movement, WAGGGS, and other key partners, and will ultimately energize and strengthen the Movement for the future.

## **DESIRED OUTCOMES**

- GSUSA is recognized as the premier organization empowering girls.
- GSUSA's organizational strategy, structure and approach reinforce the GSUSA mission while enhancing innovation and creative thinking in the Movement.
- Powerful brand recognition and relevance.
- Embedding a culture of diversity, equity, inclusion and racial justice at GSUSA and throughout the Movement.
- Alignment, transparency, stability and trust within the federated GSUSA network.
- A compelling value proposition that enhances membership growth.
- A portfolio of programs that best prepare girls to become successful and competitive in life.
- A stable, diversified and sustainable revenue model, including enhanced philanthropic support that will build upon GSUSA's current funding streams, including its \$2 million planned giving pipeline.
- A strong, dedicated team and positive, impact- and learning-oriented culture at GSUSA.

The CEO of Girl Scouts of the USA will be a passionate, visionary and decisive leader who will honor the Girl Scouts legacy while working with a range of Movement stakeholders to lead GSUSA through the pandemic and beyond. The successful candidate will be a true servant leader who can quickly build trust with a range of stakeholders and inspire followership through strong integrity, empathy and emotional intelligence.

## IDEAL EXPERIENCE

### Passion for the Girl Scout mission

Championing female ambition

### Business and financial acumen

Significant C-suite leadership (or the equivalent) and P&L management experience, resulting in a deep understanding of financial and operational best practices, and a track record of leadership success in the for-profit, nonprofit, government, and/or military sectors

### Fundraising experience

Experience generating meaningful revenue and cultivating relationships with current and potential donors and partners

### Relevant nonprofit experience

A demonstrated understanding of nonprofit governance, especially in a federated model

### Experience serving as a spokesperson

Effectively and credibly communicates the GSUSA story to a range of external stakeholders, including the Board, Councils, Girl Scouts, partner organizations, and the media

## CRITICAL LEADERSHIP CAPABILITIES

### Strategic Thinking

- Builds on the powerful strategic vision for the future of GSUSA in the United States and beyond, actively engages as a leader organization in WAGGGS and gains support from the Board and relevant stakeholders to advance it.
- Works with the Board to continually update the strategic plan to take GSUSA into the future, translates that plan into a clear direction for the team and engages all stakeholders to drive successful execution of the vision.
- Challenges assumptions and the status quo and identifies innovations to the traditional GSUSA model that ensure the organization is financially sustainable, relevant and impactful in the long term.
- Anticipates future challenges and opportunities facing GSUSA and works with the Board, staff and broader network to adjust the organization's actions and approaches as appropriate.
- Thinks 3-5 years ahead of the current strategy.

## Collaborating and Influencing

- Quickly engages and develops trust and credibility with the Board, staff, Council leaders, Girl Scouts, volunteers and other external constituencies.
- Creates excitement throughout GSUSA and the Movement – and beyond – about the organization’s mission, impact, and future direction through frequent interaction and collaboration.
- Articulates GSUSA’s mission, value proposition and impact effectively and with passion; serves as a credible and compelling spokesperson.
- Cultivates and builds relationships and partnerships with both current and potential donors, ultimately growing revenues to enable greater impact.

## Inclusive Leadership

- Effectively communicates the organization’s long-term direction to all relevant stakeholders and collaborates with the team on how to reach it.
- Delegates strategic objectives to the whole team with clear and explicit intent and calls upon team members to contribute to the best of their ability; focuses on the team’s growth, learning, and development as a group and as individuals.
- Builds a culture of respect and responsibility, and an inclusive workplace and federated Movement environment that is aligned with a broader organizational equity agenda.
- Engages, inspires and motivates the team to meet and exceed their commitments and reach their full potential.
- Defines measurable goals and regularly collects data to track where the organization stands on its diversity, equity, inclusion, and racial justice efforts.
- Identifies and addresses policies, procedures and unspoken rules that could disadvantage underrepresented employees, as well as current and potential members, because of their ethnicity, disability, gender, race, religion, sex, sexual orientation, or socioeconomic status.

## NOMINATIONS AND APPLICATIONS

If you wish to submit application materials or nominate someone to serve as the next CEO of Girl Scouts of the USA, please email [GSUSACEO@SpencerStuart.com](mailto:GSUSACEO@SpencerStuart.com).