



2022 Stewardship Report

girl scouts 

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A Message from Our National President Karen Layng and Our Chief Executive Officer Sofia Chang

2022 marks the 110th year of Girl Scouts!

We are committed to developing and delivering programs that positively contribute to the academic, physical, emotional, and social development of *all* girls. And our mission is more relevant now than ever. The pandemic has rewritten the childhoods of young people and reversed progress towards equity and equality. Girl Scouts has a critical role to play in offering girls a space where they can engage, build meaningful relationships, and have access to experiences that prepare them for a life of leadership. Instilled with courage, confidence, and character, Girl Scouts are poised to take on the world's greatest challenges—equity, sustainability, mental health, and more.

In the past year, we have strengthened our Movement. Girl Scouts is rooted in values of honesty, fairness, caring, courage, and respect for self and others, and our commitment to anti-racism reflects these values. They are the hallmarks of our broader commitment to diversity, equity, inclusion, and racial justice.

We are the pre-eminent girl leadership organization, and we will continue to build towards long-term Movement sustainability.

In this 2022 Stewardship Report, we outline our commitments, actions, and achievements, as well as our next steps in building an exceptional 56th National Council Session in July 2023 with a bias to action.

We are proud of the progress we have made. Our mission inspires us, and it is your engagement, your dedication, and your support that powers it. Thank you for all the time, treasure, and heart you dedicate to being a Girl Scout and supporting Girl Scouts.

We are so grateful to partner with you—acting boldly and always guided by our Girl Scout values. We look forward to working collaboratively to reimagine Girl Scouts for the future and to ensure we deliver on our mission for the next 110 years.

Yours in Girl Scouting,



Karen Layng
National Board President



Sofia Chang
Chief Executive Officer




“The work of today is the history of tomorrow, and we are its makers.”

—Juliette Gordon Low



Why Girl Scouts?
Why Now?



Part 1: Strategic Objectives and Progress to Grow Membership and Member Support

We remained resilient and strong as a Movement and ended FY 2022 marking our first growth in year-over-year membership in over a decade.

What Girl Scouting Does for Today's Girls

Girl Scouting Provides Resources to Face the Mental Health Crisis

The Girl Scout mission remains critically important in today's world. Young people are facing a mental health crisis that has been exacerbated by the global pandemic. According to the CDC, emergency room visits for suspected suicide attempts increased more than [50%](#) among girls ages 12–17 in early 2021 compared to 2019. More than 140,000 children, predominately children of color, have lost parents to COVID-19. And the American Academy of Pediatrics, American Academy of Child and Adolescent Psychiatry, and Children's Hospital Association have declared a national emergency in children's mental health.

GSUSA's research on teen girls' mental health during the pandemic found that 84% felt stressed about their futures and how the pandemic would affect their education, internships, and future job prospects. And two-thirds of them said Girl Scouts is an accepting, safe space where they feel free to be themselves and where leaders and other girls are sources of support during difficult times.

Even before COVID-19, young people—especially girls—were facing a looming mental health crisis, and this has only intensified during the pandemic years. Supporting them as they grow and face life's complexities is always a top priority for Girl Scouts, and now, through a

collection of new and refreshed programming, Girl Scouts, their families, caregivers, and volunteers have access to a robust collection of mental wellness resources from Girl Scouts of the USA and trusted partners. This important content is assembled on the new [Mental Wellness and Inclusion thematic portal](#) that launched in May 2022 and was spotlighted by [Yahoo Finance](#).

- **Daisy Handbook and petals:** Available to the public in July 2022, this foundational and newly updated Daisy program offers our newest members, volunteers, and families a clear, easy-to-implement program that introduces Girl Scout program areas, traditions, and values to provide a simple and fun on-ramp to Girl Scouts.
- **Resilient. Ready. Strong. patch program:** This popular program, launched in November 2021, was highlighted again in May 2022 as part of Mental Health Awareness Month and included content for Girl Scouts as well as training for volunteers and council staff. Drawing on program content from across all badges and Journeys, Girl Scouts [complete activities](#) that center around wellness of mind, body, and spirit.
- **Delivering Inclusive Program training:** This training module released in May 2022, sponsored by the CITI Foundation, helps volunteers and council staff practice using equitable and inclusive language as they deliver programming to Girl Scouts.

- **Youth Mental Health First Aid:** GSUSA is proud to be working with the National Council for Mental Wellbeing to provide Youth Mental Health First Aid trainings to support Girl Scout staff, volunteers, and youths across the Movement. This course became available in May 2022 and is designed to teach parents, family members, caregivers, teachers, school staff, peers, neighbors, health and human services workers, and other caring citizens how to identify, understand, and respond to an adolescent (ages 12–18) who is experiencing a mental health or substance use challenge or crisis.

Girl Scouting Provides Resources for Addressing the Impact of Violence and War

We are proud to stand with parents and caregivers as they raise the next generation of girls and young women and help them navigate their world with confidence. That is the spirit behind our [Raising Awesome Girls](#) hub on [girlscouts.org](#), which provides helpful guidance for parents and caregivers on everything from [helping her deal with bullying](#) and [understanding how to support her mental health](#), to helping her [take action against racism](#).

Unfortunately, in today's world it is also important for parents and caregivers to understand how to appropriately talk through disturbing and even violent events the young people in their care may have seen, in person

or online—from school shootings to terrorist attacks at concerts or gatherings to armed crises in other countries. Girl Scouts is here to support girls and their families, especially in times of great distress.

For example, in response to the escalating violence and humanitarian crisis in Ukraine, in March 2022, GSUSA shared via social media a [Raising Awesome Girls piece](#) on how to have honest, direct conversations with young people to acknowledge that scary things happen but also to assure them that you and others are working to keep them safe. It included links to resources from the National Child Traumatic Stress Network, including [Talking to Children About Mass Violence](#) and [Talking to Children About War](#). We also worked with USA Girl Scouts Overseas to support any Girl Scouts who were impacted and provided information about how Girl Scout troops could help with this crisis. On March 16, 2022, the GSUSA Board of Directors lifted the fundraising restrictions to enable Girl Scouts to raise money in support of our sister Girl Guides and their volunteers and families who are being impacted by the war through September 30, 2022. Additionally, we provided information about how Girl Scouts can support the international humanitarian efforts through the [World Association of Girl Guides and Girl Scouts Emergency Appeal](#), as well as through Doctors Without Borders, the CARE Ukraine Crisis Fund, the International Rescue Committee, United Help Ukraine, Voices of Children, and Save the Children's Ukraine Crisis Relief Fund.

In the wake of the mass shooting at Robb Elementary School in Uvalde, Texas, on May 24, 2022, GSUSA honored ten-year-old Girl Scout Amerie Jo Garza, who lost her life in the attack. On May 27, Girl Scouts posthumously awarded her the Bronze Cross, one of the highest honors in Girl Scouting, which is awarded to Girl Scouts who have shown extraordinary heroism or risked their life to save another's life—as Amerie Jo did when she bravely tried to contact 911 from her mobile phone. Amerie did all she could to save the lives of her classmates and teachers and gave her life attempting to protect those around her. Through her willingness to take decisive action in the midst of this devastating emergency, Amerie serves as a true example of leadership in action. Amerie will be remembered as a hero, and her bravery will endure for generations as a powerful example of what it means to be a Girl Scout.

Girl Scouting Provides Resources to Remove the Gender Disparity in STEM, Politics, and Business

The gender gap in leadership in government, STEM, and business continues to exist—and underscores the critical importance of Girl Scouts in today's world.

Girl Scouting has had a marked impact on the U.S. political landscape. Girl Scout alums are disproportionately represented in positions of power in government—54% of women serving in the 117th Congress and nearly half of the women serving as state governors are Girl Scout alums. However, overall the U.S. lags behind globally in gender equity in political leadership. According to the 2020 Global Gender Gap report¹ from the Brookings Institution, the U.S. is in the bottom half of countries regarding gender equality in political leadership—trailing behind the Philippines, India, South Korea, and the United Arab Emirates. [Our research on leadership](#) shows that both member and non-member girls—and boys—want to close the political gender gap. But this will take not only providing opportunities for girls but also breaking down stereotypes about who can be a leader, and Girl Scouts is an undeniable force for progress on this front.

¹ <https://www.brookings.edu/essay/100-years-on-politics-is-where-the-u-s-lags-most-on-gender-equality/>

While the STEM workforce has grown rapidly, women remain vastly underrepresented in the STEM workforce, in holding STEM degrees, and in opportunities to develop STEM interest in their youth. Women comprise about half of the workforce but hold only 34% of the STEM jobs and have lower median salaries than their male counterparts. Girl Scouts invests early in STEM opportunities for girls so that they can build the skills and expertise to be active participants in our collective efforts to overcome big challenges. Natural disasters, poverty, cyberwarfare, climate change, and declining resources—all will rely on people employed in STEM fields to provide a comprehensive view of the problems along with specialized knowledge and the vision to help build a better future.

Today's Girl Scouts also need opportunities to build entrepreneurial skills to close the persistent gender gap in the business world. The number of female-owned businesses is growing, for example, but women remain underrepresented and are less likely to pursue entrepreneurship compared to men. Women own 39% of all businesses in the U.S. and employ over 9 million people, yet female-owned businesses employ only 8% of the workforce and produce 4% of national revenues. [Our research shows](#) that Girl Scouts are more likely than other girls to have an entrepreneurial mindset and to want to be entrepreneurs in the future. Girl Scouts develops the attitudes, skills, and behaviors girls need to succeed in life, giving them the courage to fail and keep trying, the tools to create the future, and the power to do good in the world.

Positive Membership Momentum

We know that the longer a girl is a Girl Scout, the more she displays the positive outcomes of the Girl Scout Leadership Experience. That is why we have remained deeply focused on growing and retaining our membership: so that every girl in the U.S. has the opportunity to join our Movement and feel welcome within it. In a sign of our Movement's encouraging pace of recovery, 2022 was the first rebound year since the height of the pandemic and the first growth year in a decade (year over year). Although we have not yet recovered to pre-pandemic levels, we have stabilized the steep declines we experienced in 2020 and 2021.

We continued to face headwinds, including inconsistent access to recruitment locations such as schools, which implemented more stringent protocols on out-of-school partners using school property; staffing challenges in a difficult labor market that left many councils unable to offer staff-led troop experiences and struggling with staff shortages at camp; and volunteer recruitment difficulties as the capacity of caregivers and other adults to lead troops decreased further.

Overall, we felt positive momentum in membership growth across councils: 98 councils grew year over year, contributing to a total of 1,704,535 members across the country. Specifically, our focus on rebuilding the K-3 pipeline of girls who did not have a consistent opportunity to join Girl Scouts during the height

of pandemic restrictions yielded impressive growth: Daisy membership grew more than any other grade level—by 30%—reaching 52,000 more girls in K-1 in 2022 than in 2021.

Starter Troop Investments

Starter troops are guaranteed troop experiences offered to new families for their first six to eight weeks in Girl Scouts. Council staff and existing community volunteers lead the troop during this time, providing more immediate access to both Girl Scout programming for girls on waitlists and training for adults to deliver this programming—with the goal of transitioning oversight of the troop to volunteers. Starter troops allow us to expand our reach by bringing Girl Scouts to new communities and, in particular, to introduce Girl Scouts to parents/caregivers, who council staff can mentor and train as volunteers.

In 2021, we increased funding to expand the 2019 starter troop pilot through direct investments to 57 councils. This second national pilot, which extended into January 2022, resulted in 750 new troops being started to support over 8,000 new girls, surpassing the results of the first national pilot that served 640 troops, reaching 4,700 girls.

National Renewal Incentive: Purple People

Each year, councils invite current members to secure their spot for another year of Girl Scouting during the early renewal campaign. Most councils offer incentives to girls and troops to encourage early renewal such as patches, free events, or T-shirts. In response to council feedback, GSUSA sought opportunities to offer national incentives for members to renew early for the upcoming year or to join Girl Scouts in the spring to have access to exciting summer programming opportunities.

Continuing the partnership with Penguin Random House that we launched with the national virtual event featuring former First Lady Michelle Obama, this year GSUSA collaborated with actress, singer, and author

Kristen Bell to produce a virtual event that aligned with her book *The World Needs More Purple People*. This special event, which highlighted the shared values of Girl Scouts and purple people, was all about engaging newer members and giving them an exciting experience that would inspire them to come back to Girl Scouts. The event resulted in the second-highest period of membership registration and renewal in recent history, surpassed only by the first national incentive event in 2021. This national event drove 421,000 membership commitments within the first six weeks of the spring campaign. More members joined through extended year membership than any prior year, with 38,000 new membership purchases, surpassing the prior record set by 2021's *Becoming Me* event sales (30,000).

Extended Year Membership Campaign

We introduced extended year membership in fiscal year 2018 as an incentive for new members to join mid-fiscal year. The \$35 membership was offered to girl and adult members beginning in May with the membership extending through September of the following year (e.g., May 2020–September 2021). In 2021, the National Board approved an extension of this membership offer to begin in April, aligning with the national Spring Renewal Campaign. Combining the extended year membership offer with the national renewal incentive, more members joined Girl Scouts through the extended year membership than any prior year: 96,000 total.

The strategy is working: the original aim was to improve the low retention rates of members who joined in the last half of the year and chose not to come back for their second year, having only benefited from a few months of the Girl Scout experience.

While girls buying an annual membership in the last half of the membership year are half as likely to continue with Girl Scouts as those who register by December, the extended year product allows girls an easy way to experience an extra year more, and they become over 50% more likely to stay with Girl Scouts for a third year.



Volunteers

Volunteers are the lifeblood of Girl Scouts. Whether helping their troops earn badges as troop leaders, assisting Girl Scouts in planning girl-led events as service unit leaders, or donating time during cookie season to help the process flow seamlessly as episodic volunteers—volunteers do so much. That is why it is critical that we ensure they have all the essential tools they need to not only enjoy their Girl Scout experience but also see tangible benefits from volunteering with Girl Scouts.

Volunteer Voices

The Girl Scout Voices Count (GSVC) surveys help us understand volunteers' points of view and how we can better support them as they bring the Girl Scout experience to life.

The findings from this year's survey show that troop leaders:

- **Overwhelmingly see benefits to volunteering with Girl Scouts:** 87% of troop leaders believe they make a difference in the lives of girls, and 81% say being a troop leader gives them opportunities to use their talents, skills, and/or passions.
- **Believe in the Girl Scout mission:** 71% think the values of the Girl Scout Promise and Law are very important in today's world, and 83% think the Girl Scout mission is very important.

- **Give an enormous gift of their time to this Movement:** Troop leaders volunteer on average 12 hours a month and contribute an average of 10 additional hours a month during cookie season.
- **Need more support and resources:** While 75% of troop leaders who needed support from their councils received it, 1 in 5 volunteers say they need more support and guidance to be a successful troop leader.

The Support Volunteers Seek

The feedback we have received this year from volunteers across the country indicates a strong need to streamline the entire volunteer process. With one-third of the volunteer base being new in membership year 2021–22, we are focused on making sure we are welcoming our volunteers into an environment that sets them up for success and enables them to hit the ground running. This means getting back to basics and revising foundational pieces of the onboarding process, time-based training modules, and core resources that create an efficient volunteer lifecycle. (Underscoring how important improving the volunteer experience is, it was one of the focus areas of April 2022's Leadership Summit held in Philadelphia.)

Based on volunteer feedback, our priorities for action are:

- **Simplified technology**, with a focus on easier registration processes and better integrated and easier-to-access



What have you enjoyed most about being a Girl Scout troop leader this year?

“I love seeing how much our girls have grown! When we started as Daisies, the leaders had to plan and arrange everything, but now the girls take turns leading their own meetings. It is great to learn about all of their interests.” —Jessica, Western Oklahoma

“I love our sense of community. The girls all get along very well and work together in activities. We live in a low-income area so it is nice to plan things that give the girls opportunities that they may not get at home, such as experiencing field trips.” —Amanda, Minnesota and Wisconsin Lakes and Pines

“Watching them grow and learn to become independent and strong. A lot of my girls were shy, and I feel without Girl Scouts they would have taken much longer to gain that confidence.” —Stacey, Northeast Ohio

“Watching the troop continue to bond. We have worked through some strong emotions this year, but they seem to be more supportive of each other and their differing ideas. They are able to work together better than in years past, and they are also more open when coming up with ideas.” —Alyssa, Montana and Wyoming

“Watching the girls have fun and grow. Hearing from parents that while school social stuff can be hard at this age, their girl feels safe and welcome and included in our troop.” —Brianna, Minnesota and Wisconsin River Valleys

“I love hearing back from the parents how much fun their girls are having. When I sent out the email to my parents about renewing the girls for next year, every single one of them responded with a resounding YES!!!” —Kim, Jersey Shore



tools for program content, training, and communication

- **Simplified program**, with a focus on turnkey implementation tools and streamlined program content
- **Training and support** during the first-year onboarding process and a nationally consistent training roadmap for troop and program management
- **Improvement in service unit/** community structures

In FY 2022 we launched the first module of gsLearn, an application allowing us to develop a consistent framework for training development and implementation across GSUSA. The New Leaders Onboarding module, an update of the Successful Leader learning series, ensures new and returning volunteers have clarity around what Girl Scouts do at each grade level, badges, and much more so they can plan their troop's year. More trainings are being released throughout fall 2022.

Diversity, Equity, Inclusion, and Racial Justice

Through our diversity, equity, inclusion, and racial justice (DEI/RJ) work, we have been working to build a Girl Scout Movement in which all members, current and prospective, feel they belong—that Girl Scouts is for them. This is key to both retention and recruitment—and, ultimately, to the sustainability of Girl Scouting.



Movement-Wide Audit

Honoring our [pledge to become an anti-racist organization](#), GSUSA has been working with a consultant, Symphonic Strategies, to conduct a Movement-wide DEI/RJ audit. The DEI/RJ audit is an assessment of how GSUSA and councils reflect the principles and practices of diversity, equity, inclusion, and racial justice, and this assessment will ultimately inform a comprehensive DEI/RJ strategy for the Girl Scout Movement. The audit engaged CEOs, board chairs, and council and GSUSA staff and incorporated responses from volunteers, caregivers, and Girl Scouts in our Girl Scout Voices Count survey.

The audit has been completed and will be shared with the Movement soon.

DEI/RJ at GSUSA

Over the past year, GSUSA has built out a dedicated DEI/RJ team whose aim is to serve as a center of excellence in support of DEI/RJ efforts at the council and national levels. The team is working to build continuity across Girl Scout communications, programming, and operations that supports the inclusion of current members and the diversity of additional members we hope to reach—ultimately in support of the long-term health and sustainability of Girl Scouting. One such effort is the reimagined *DEI/RJ Today*, the monthly newsletter launched in November 2020 by the DEI/RJ Steering Committee and dedicated to informing GSUSA and councils about the scope and specifics of the committee's work.

On pause since March 2022, the goals for the next iteration of this newsletter are to inform, educate, and inspire the Movement about our important national and local DEI/RJ work.

Peer Learning

In September 2021, staff members from across the Movement whose work involves DEI/RJ at their councils started meeting monthly to share what they had learned, including challenges and best practices, and to support one another in moving the work forward. This led to the establishment of the DEI/RJ Peer Group and a formalized relationship with GSUSA's Council Consulting team. The group has continued to meet on a monthly basis, including, for the first time, in person in July 2022 at Edith Macy Center, where conversations emphasized the councils' strengths and opportunities for growth and how insights can be communicated and leveraged Movement-wide.

DEI/RJ-Centered Research

Camp Inclusion Study

Continuing to work toward our goal of encouraging all girls to experience the outdoors, in spring 2021 the Girl Scout Research Institute launched a resident camp inclusion study in partnership with the University of Utah and the outdoor strategy team. The goals of this study were to assess barriers to accessibility and inclusion that BIPOC (Black, Indigenous, and people of color), LGBTQ+, low-income, and disabled campers may experience at Girl Scout overnight camps and better understand how

to address them. The findings suggest that a culture of inclusion must be built upon cultural awareness and understanding, which in turn can best be addressed through staff training and diversity (in terms of both lived experience and relevant expertise). The findings also indicate that councils need support to effectively connect with girls and their families in these populations.

Based on this research and with continued support from an external funder, GSUSA now has an opportunity to address and begin the difficult work of removing barriers to Girl Scout overnight camps. We plan to accomplish this by collaborating with both subject matter experts and a cohort of council partners to develop a comprehensive strategic plan and a portfolio of interventions that address key barriers to participation. These interventions and resources will equip councils to better serve all girls, as well as expand participation and increase retention of LGBTQ+, disabled, and low-income girls and girls of color at their overnight camps.

Girl Scout Voices Count Survey Results

From 2021's Girl Scout Voices Count survey we found that our members overwhelmingly think diversity, equity, and inclusion is a priority for the Movement, and thousands of leaders shared comments about the DEI/RJ-related challenges they face and their struggles to create an environment that invites and is effective for all Girl Scouts. This year we built on that knowledge base by assessing whether our

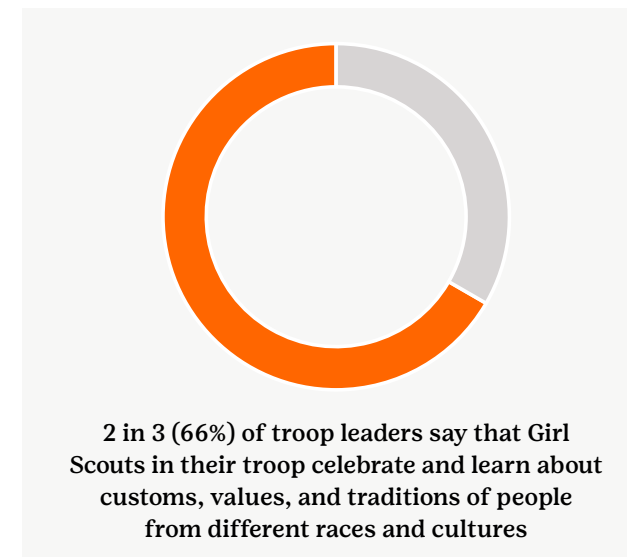
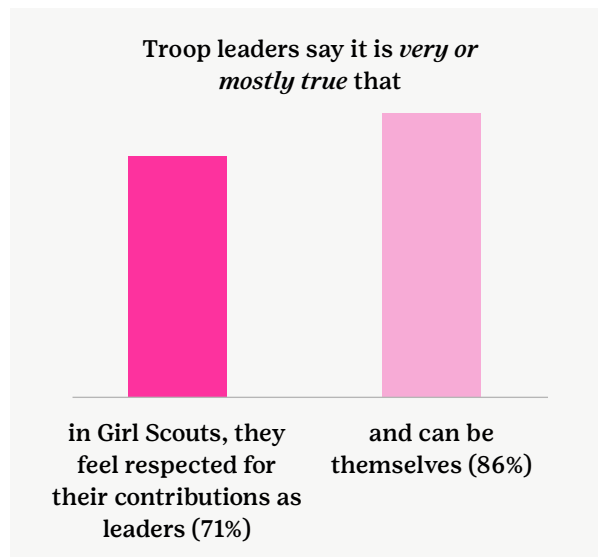
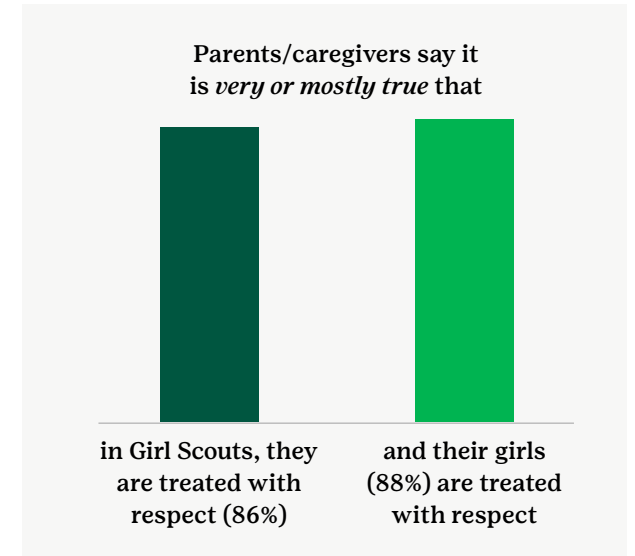
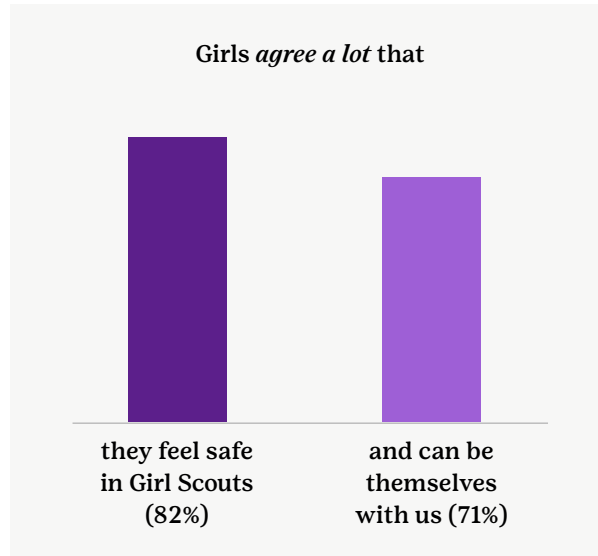
members and families feel a sense of belonging and inclusion in Girl Scouts.²

Results show that the majority of Girl Scouts, caregivers, and troop leaders feel a strong sense of inclusion and belonging in Girl Scouts:

- Girls *agree a lot* that they feel safe in Girl Scouts (82%) and can be themselves with us (71%).
- Parents/caregivers say it is *very or mostly true* that in Girl Scouts, they (86%) and their girls (88%) are treated with respect.
- Troop leaders say it is *very or mostly true* that in Girl Scouts, they feel respected for their contributions as leaders (71%) and can be themselves (86%).
- Two in three (66%) of troop leaders say that Girl Scouts in their troop celebrate and learn about customs, values, and traditions of people from different races and cultures.

The GSVCS surveys measure various dimensions of diversity to understand how well we are representing the communities we aim to

² We computed an index to evaluate how strongly our members and families feel valued, respected, and accepted by the organization and people in it, and the extent to which they believe Girl Scouts' policies, practices, and procedures support them to be their best selves. The index was developed through a review of current research in the field of diversity, equity, and inclusion. Caregivers were asked about their own experiences as well as their perceptions of their Girl Scout's experiences; Girl Scouts and troop leaders were asked about their own experiences.





serve and, most importantly, to support our work toward ensuring all girls and families are having a high-quality Girl Scout experience. We want all Girl Scouts, volunteers, and families—regardless of their socioeconomic status; racial, ethnic, or cultural backgrounds; ability/disability; sexual orientation; or gender—to feel a sense of belonging in Girl Scouts. By assessing this type of demographic information, we are able to understand the degree to which we are delivering equitable Girl Scout experiences.

Survey findings tell us who our members are and how they feel about their experience. For example, our members are majority white and non-Hispanic, middle-class, and have historical ties to Girl Scouting.

When it comes to satisfaction with their Girl Scout experience, 82% of Girl Scouts and 74% of caregivers and troop leaders were satisfied this year, and this holds across different dimensions of diversity—race or ethnicity, socioeconomic status, political affiliation, generational cohort, and LGBTQ+ affinity. As we move forward with our DEI/RJ work, we will continue to examine whether our members and families feel an equitable sense of inclusion and belonging so we can work toward being an organization where all Girl Scouts, volunteers, and families can thrive.

Part 2: The Impact of Girl Scouting

We rolled out a series of new and refreshed programs designed to respond to the needs of today's girls and their families. This programming highlights how Girl Scouts is a place where all girls have access to experiences that help them build confidence, discover new passions, and understand the power they have to make the world a better place.



Impact on the Girls We Serve

Our programs answer the needs of today's girls, provide them access to unique experiences, and ensure that they are equipped with the power skills our members need to be successful now and in the future.

Our 2022 Girl Scout Voices Count survey shows that participation in key Girl Scout activities has rebounded to nearly pre-pandemic levels. Three-fourths (75%) of Girl Scouts did a variety of activities, including 70% who got outdoors (up from 54% last year), 71% who did community service (up from 52% last year), 73% who went on field trips or outings (up from 33% last year), and 37% who went camping (up from 16% last year, though not yet rebounding to 2019 levels).

These results underscore the powerful need for Girl Scout programming among our girls and their families, particularly after the disruptions of the past few years. This re-engagement with Girl Scouting also highlights the hunger among girls for opportunities to connect with each other, get outdoors, and engage meaningfully with their communities.

Outdoor Engagement

Girl Scouts is important for today's girls because we offer them the benefits that come from play in the outdoors, as well as opportunities to cultivate their connection to the natural world and the

planet and strengthen their environmental stewardship—an issue that Gen Z cares deeply about.³ Although outdoor experiences are key to girls' mental and physical well-being, [our research](#) finds that not enough girls are having them.

To respond to this increasing need, in July 2022, Girl Scouts announced new and existing outdoor programming that gives all girls the opportunity to participate in diverse activities that enable them to experience the benefits of the outdoors regardless of where they live. The following programs have been spotlighted on the new [outdoor-themed page](#) and in a [blog post](#), and were included in exciting segments on [Fox Weather](#) and [The Weather Channel](#).

- **The Girl Scout Climate Challenge** is a new initiative for Girl Scouts and non-Girl Scouts of all ages to learn about climate science in the outdoors. Made possible by the Johnson & Johnson Foundation, the [Climate Challenge](#) includes patch activities that connect the science of climate with other areas of life.
- **Girl Scouts Love the Outdoors** is an annual challenge that inspires and encourages girls to connect with the outdoors, regardless of where they live

³ “The environment is Gen Z's No. 1 concern – and some companies are taking advantage of that.” <https://www.cnn.com/2021/08/10/the-environment-is-gen-zs-no-1-concern-but-beware-of-greenwashing.html>

or their age. Some of the interactive activities include practicing yoga outside at sunset, writing a “thank you” note to nature, and connecting with local environmental groups. More than 46,000 Girl Scouts participated in the [Outdoors Challenge](#) last year.

- **Girl Scouts Love State Parks** took place on September 10 and 11, 2022, and was sponsored by THOR Industries. Each year Girl Scouts explore the natural wonders of our [state parks](#) and collect trash from public lands to #PickUpAmerica. To date, Girl Scouts have cleaned up an estimated 23 metric tons of garbage.
- **Camp 2022:** Excitement for summer camp was high this year, with many councils opening registration earlier than past seasons and sessions filling faster. Most councils (95%) ran summer camp, but the majority also experienced challenges.
 - 75% experienced camp staff shortages, which led to reallocation of council staff (e.g., staffing with executives), understaffed camp, cancellations, and more.
 - 69% experienced supply chain challenges, including delays in food delivery, limited food sources, and trouble accessing needed items, though impact was mild.
 - Findings from a post-camp season pulse poll showed that councils

need support for camp staff recruitment, mental wellness for both staff and campers, and additional camp staff training.

The Best Entrepreneurial Leadership Program for Girls: The Girl Scout Cookie Program

This Girl Scout Cookie season, Girl Scouts were not deterred by COVID-related restrictions, seizing the opportunity to flex their entrepreneurial muscles and churn out creative new ways to reach their customers—from spearheading a campaign to sell cookies campsite to campsite to setting a goal to sell cookies to customers in every state and selling cookies at the airport! Girls more widely adopted QR code technology this year to more easily engage customers on the go and learned about supply chain and logistics issues in real time.

This season proved to be the ultimate exercise in decision-making, flexibility, and resilience, with circumstances related to the economy as a whole impacting our bakers and resulting in cookie shortages for many councils, girls, and consumers across the country. Thanks to our collective work, the program began to rebound from COVID-19, with Girl Scouts selling nearly 168 million packages (+23% over last year).

Five Key Areas of Success:

- The successful launch of the new Adventurefuls™ cookie (the first harmonized, national cookie with the



same name across both bakers since Thin Mints®) accounted for more than 10% of the cookie portfolio. In its inaugural season, it was the fourth-most popular variety.

- While the Digital Cookie platform experienced some temporary stability issues in the beginning of the season, overall technology enhancements contributed to growth in our digital channels, including improving the troop link functionality, which enabled easier consumer prepay and pickup options. Even with the return of in-person sales, we saw exciting digital sales results this season, with digital-enabled sales representing 25% of total sales. We believe the pandemic accelerated the shift to the digital sales channel and that it will remain strong in the future.
- GSUSA has been listening to girls' input and working with our licensed baker partners to navigate the palm oil supply chain and help them make advancements in our use of palm oil. As one example, since GSUSA and its licensed bakers became members of the RSPO in 2012, both bakers have transitioned to using Mass Balance RSPO certified palm oil in Girl Scout Cookies.
- GSUSA formed a new national partnership with DoorDash to have cookies delivered via contactless drivers, with 61 councils and their girls engaging. The partnership generated over \$1 million in sales and

benefited from new marketing assets (e.g., a [DoorDash commercial](#)) and significant media coverage.

- We were excited to launch the refreshed Cookie Business badges, which incorporate modern, relevant girl program features, such as digital selling tools and tactics.

The Impact of Girl Scout STEM Programming: A STEM Outcomes Study from the Girl Scout Research Institute

For decades, Girl Scouts has been innovating in extracurricular STEM education through programs aimed at increasing girls' interest, confidence, and competence in STEM. From 2017 to 2021, GSUSA launched over 100 new STEM programs, and Girl Scouts earned over 3.5 million STEM badges. While the STEM workforce has grown rapidly over the past 30 years, women remain vastly underrepresented in the STEM workforce, in holding STEM degrees, and in opportunities to develop STEM interest in their youth.

That is where Girl Scouts comes in.

Girl Scout STEM Outcomes

When girls participate in Girl Scout STEM programs, they benefit in four important ways:

1. They learn the importance and relevance of STEM to people and society.
2. They become excited about STEM subjects and want to learn more about them.

3. They develop confidence in their STEM skills and abilities.
4. They think scientifically to solve problems.

To assess the impact of the Girl Scout STEM program, the Girl Scout Research Institute (GSRI) conducted a quasi-longitudinal study of 649 troops and over 1,700 individual Girl Scouts from across the United States—measuring Girl Scouts' participation in STEM programming over the course of a program year, assessing their development of the four Girl Scout STEM Outcomes at the conclusion of the year, and measuring the impact on Girl Scouts' interest in future STEM activities, education, and careers.

The Impact of Girl Scout STEM Programming reports five key insights on the benefits of Girl Scout STEM programs and activities and what this means for girls taking the lead in STEM in the future.

1. **Girl Scouts is successfully engaging girls in STEM.** Two-thirds of girls are doing STEM programs and activities in Girl Scouts—and the majority are doing *multiple* activities.
2. **Doing just one Girl Scout STEM activity makes a difference!** Findings show for Girl Scouts of all ages that doing at least one Girl Scout STEM activity during the troop year increased STEM outcomes at the end of the year. Additionally, doing multiple STEM activities increases girls' understanding of the value of STEM to society.

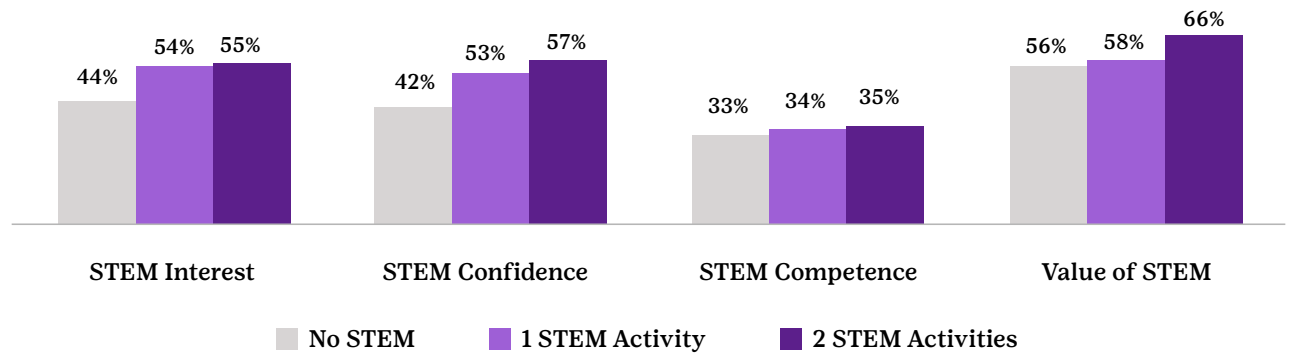
3. **Girl Scouts is connecting girls to a variety of STEM experiences.** Girls' STEM experiences covered topics from computer science, engineering, outdoor STEM, and more, including events and trips alongside Girl Scout national programs (badges and Journeys).

4. **Girls find Girl Scout STEM programs fun *and* educational.** Research shows that having fun and participating in hands-on activities are important for young people to become engaged with and find interest in activities, especially those related to STEM. The data show that Girl Scouts do just that! More than 9 in 10 Girl Scouts from kindergarten through high school had fun doing STEM with Girl Scouts.

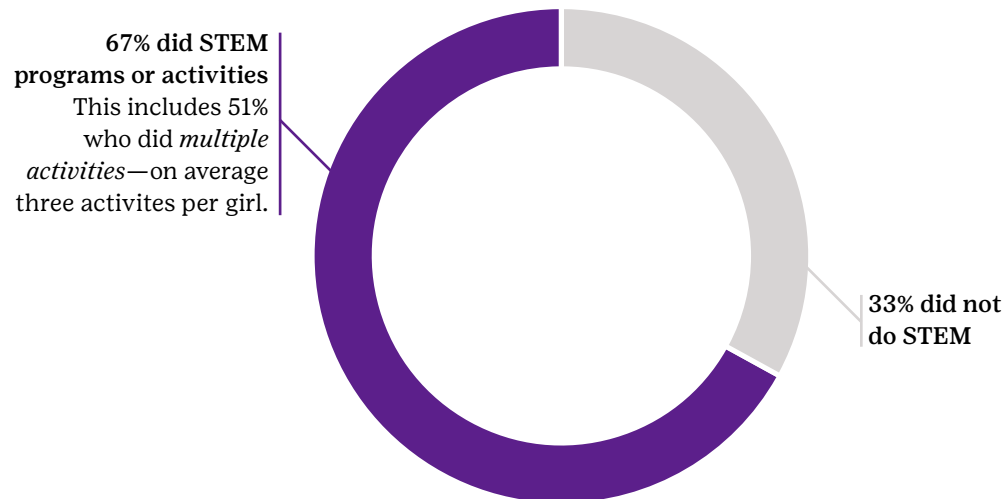
5. **The Girl Scout STEM experience is cumulative.** Compared to Girl Scouts who do not engage in STEM activities, Girl Scouts who do engage become interested in taking more STEM classes and having a career in STEM.

You can read the full report at girlscouts.org/research.

Percentage of Girl Scouts Developing STEM Outcomes



Girl Scouts Participation in STEM



Honing Skills for Success

In November 2022, we will center a new theme that showcases how Girl Scouts and the Girl Scout program prepare members to be leaders of today and tomorrow. Leading with the results of the GSRI STEM outcomes report detailed above, the thematic promotion will highlight the following recently launched or updated programs.

- **Financial Literacy badges:** An update to the existing Financial Literacy badges, sponsored by Charles Schwab, has ensured that our entrepreneurship program remains relevant to today's Girl Scouts. In conjunction with these refreshed badges that launched in July, a Financial Empowerment workshop was made available to councils in August 2022 with a grant from FINRA to help councils reach underrepresented Girl Scouts with this important program.
- **Camp Entrepreneur and Pitch Event:** Made available in August 2022, these two new workshops, sponsored by HSBC, help Girl Scouts put their entrepreneurship skills to use. Using the activities from our Entrepreneurship and Financial Literacy badges as a foundation, this program is designed to be delivered in a variety of formats—from camp to one-day events.
- **STEM Career Exploration badges:** In 2020, the popular STEM Career Exploration badges were released for Brownies, Juniors, and Cadettes. The

badge program was expanded in July 2022 so Daisies, Seniors, and Ambassadors can enjoy the program as well, making facilitation easier for multilevel troops.

- The **Rocketry Program** helps girls develop important skills like teamwork, problem solving, and leadership as they work together to design, create, and launch rockets. Girl Scouts obtain hands-on experience with rocket design and construction, build important STEM skills, and explore careers in STEM fields that have traditionally been male dominated. This program, launched in spring 2022, was funded by Aerojet Rocketdyne—whose CEO is National Board member Eileen Drake. The Rocketry Toolkit for Girl Scout Councils and Troops, the main program asset for this initiative, is a comprehensive guide for council staff and volunteers to create their own rocketry teams to compete in the American Rocketry Challenge, an annual competition for middle and high school students and the largest rocket contest in the world. In this first year of the rocketry initiative, 11 Girl Scout teams (59 girls in total) from nine councils competed in the challenge. And in 2022, two Girl Scout teams—one from Girl Scouts of Ohio's Heartland and one from Girl Scouts of North-Central Alabama—made it into the top 150 of over 700 teams from 41 states. The toolkit, which is currently being revised to share this fall, also provides

resources and support to organize noncompetitive rocketry activities for girls.

- The **Construction Workshop** offers an inspiring experience for Girl Scout Cadettes, Seniors, and Ambassadors to be challenged by skill-building activities and explore career opportunities in skilled trades as they build an ADA-compliant picnic table. Girl Scouts learn about materials, tools, and structural methods as they engage with trade professionals and get guidance and information that may spark future ambitions. Funded by the Home Depot Foundation, this program provides: 1) an event guide to prepare councils to run a Construction Workshop, and 2) the build plan and instructional guide with information about tools and materials needed plus step-by-step directions for constructing the picnic table. Piloted in spring 2022, the program received positive feedback from girls and council staff. Girls took pride in their finished products and increased their confidence using building tools and materials. A national rollout is planned for FY 2023.

Girls described the breadth of their favorite Girl Scout STEM activities:

“I liked Backyard Science Night with the telescopes because seeing the moon through the telescope was cool.” (Daisy)

“I liked the activity where we talked about the solar system and used Oreos to demonstrate the moons. It was my favorite because I learned a lot about the moon shapes and the planets! I got to eat the Oreos too!” (Brownie)

“Designing ‘habitats’ for different animals using limited materials given to us and seeing if the ‘habitats’ could withstand wind and water.” (Cadette)

“Making my own car out of supplies and powering it with balloon air. It was different than I thought it would be.” (Junior)

“Observing the chemical reactions in candy making. It was very hands-on and left me with a good taste in my mouth.” (Ambassador)



Making the World a Better Place

The Gold Award—and Our Other Highest Awards



Over the past year our highest award Girl Scouts—those earning their Gold, Silver, and Bronze Awards—across the Movement have shown their leadership, possibility thinking, and civic-mindedness to identify problems, create solutions, and make the world and others' lives better.

Between April 1, 2021, and March 31, 2022, approximately 3,500 Girl Scouts earned the Gold Award by tackling pressing issues that their communities face today, including taking action to destigmatize conversations about mental health, rewriting U.S. history courses to center groups that have been systemically and historically oppressed, building gardens and green spaces for all to enjoy, providing books to those in need, supporting local animal shelters, organizing community-wide recycling programs, combating food insecurity, addressing the climate crisis, tackling period poverty, and raising awareness about and providing support for people with disabilities.

Gold Award Girl Scouts not only create immediate positive change—they make a sustainable impact that will continue to benefit their communities for years to come.

In 2022, the GSUSA Gold Award Scholarship program awarded \$2,000 scholarships to 111 Gold Award Girl Scouts from 110 councils and USAGSO, made possible by Insight Global, the Coca-Cola Foundation, and the Kappa Delta Foundation.

In addition to Gold Award Girl Scouts, nearly 50,000 Girl Scouts earned their Bronze and Silver Awards—the highest awards Juniors and Cadettes can earn, respectively—completing service-learning projects that reflect an understanding of issues in their communities. GSUSA is working with the Silver Award Short-Term Working Group, a thought partner group of council staff, to develop our Movement-wide approach to the Silver Award, including developing tools that promote network alignment in how the Silver Award is defined, tracked, and evaluated for volunteers, girls, and council staff. The plan will be released to the Movement in the 2023 membership year.

National Board members have continued strengthening awareness of the Gold Award nationally, working to elevate Gold Award Girl Scouts and the opportunities available to them, as well as communicating the return on investment of Girl Scouting and the Gold Award to external stakeholders such as trade associations, college admissions officers, and other potential business and not-for-profit professional partners.

The National Board's Gold Award Scholarship Task Force has also been drawing on board members' vast networks to provide Gold Award Girl Scouts with professional internships and opportunities and working on generating funds to support increased scholarship opportunities that would benefit every Gold Award Girl Scout who matriculates to a college or trade school. The Movement Gold Award Foundation Task Force, mandated by the NCS 2020 proposal, also completed its work this year, and its comprehensive report and recommendations will be released soon, including additional support for the GSUSA Gold Award Scholarship Program.



Kennedy: Empowering Civic Leadership



Kiara: Increasing Access to Food



Julia: Fighting Menstrual Stigma



Alex: Stopping Distracted Driving



Natalie: Saving Lives with a Helipad



Siya: Fighting Dental Disease

Spotlight on Mental Health

The importance of mental health was a frequent theme among our 2022 GSUSA Gold Award Scholarship recipients. Below are project summaries that showcase a wide variety of approaches, from a comic book and a podcast to interviews and school curricula.

Ariel from Girl Scouts of Eastern Pennsylvania addressed the issue of teen mental health via creation of **a self-help and mental health awareness comic book for teens, tweens, and their parents**. Ariel donated her book to her high school campus and held workshops about comic book therapy. Teachers, students, parents, and others were excited to participate in her book launch and listen to the story.

Natalia from Girl Scouts of Caribe created a **blog, Instagram page, and podcast**, all geared around helping people take care of their mental health. Every week she covered different topics like panic attacks, anxiety, and study strategies.

Lynda from Girl Scouts of Texas Oklahoma Plains created a **suicide prevention curriculum** centered around

mental health habits that can be implemented throughout the school year rather than a one-time assembly. This provides a safe, supportive space with resources and conversations all year long.

Autumn from Girl Scouts Nation's Capital wrote an **ebook to help students transition from elementary to middle school**. It covers topics such as mental health, time management, organization, finding healthy friendships, peer pressure, self-image, and self-confidence. The book's release was preceded by a series of workshops at multiple elementary schools to help students; the workshops are to be continued annually by counselors at the respective schools.

Katelyn from Girl Scouts of Wisconsin Southeast addressed the influence of COVID-19 on students' stress and anxiety, **providing mental health care packages and virtual/in-person seminars** to over 1,200 students. The seminar and resources were also made available to over 50 counselors and teachers as well as various community organization members.

National Partnerships

Girl Scouts joined several national coalitions this year, standing with other leading nonprofit organizations, including Million Girls Moonshot, NPower's Command Shift Coalition, the National 9/11 Day of Service, and the National Council for Emotional Wellbeing in out-of-school time settings, in supporting mission-aligned causes.

GSUSA also fostered and strengthened several national partnerships, supporting local STEM programming with the Federal Bureau of Investigation and the Society of Women Engineers, aligning with diverse STEM leaders through our partnership with the Women in Engineering ProActive Network (WEPAN), and working with Big Brothers Big Sisters of America (BBBS) to pilot local partnership programs between Girl Scout councils and BBBS agencies.

Global Engagement

WAGGGS Western Hemisphere Regional Conference

Originally scheduled to be held in Santiago, Chile, this year's conference was shifted to a virtual program with rising COVID levels earlier in 2022. GSUSA attended and put forward three proposals, one on exploring opportunities for international connections and experiences within our region, a second focused on providing members with programs and training on governance to increase girls' and young women's awareness and engagement in

regional and global governance processes, and a third, sponsored by ten additional Member Organizations, to release all data and findings from the Our Cabaña subgroup. Our Cabaña was indefinitely closed in the spring of 2021 when Guías de México determined it could no longer continue to manage it. WAGGGS is currently implementing an analysis to determine the best use for the center moving forward, including the potential sale of the property.

Return to Global Travel

In summer 2022, Girl Scouts were able to return to traveling globally. GSUSA sent Girl Scouts on international Destinations to Sangam in India and Pax Lodge in London. In addition, Girl Scouts of Hawai'i hosted Girl Scouts from across the U.S. at the new STEM Center for Excellence at Camp Paumalū on Oahu's North Shore. Girl Scouts also visited Greece and Italy, and a number of councils developed new domestic Destinations, from a social justice-themed trip to Atlanta, Georgia, to an environmental education-centered visit to coastal Connecticut.

Commission on the Status of Women

Fifteen Girl Scouts from Girl Scouts of Citrus, Girl Scouts of Eastern Washington and Northern Idaho, Girl Scouts Heart of New Jersey, and Girl Scouts of Utah participated in week one of the two-week session focused on gender equality around the world. This year's priority theme centered on "Achieving gender equality and the empowerment of all women

and girls in the context of climate change, environmental and disaster risk reduction policies, and programs." The delegation had the opportunity to connect with girls from around the world and bring forward their issues and concerns around climate change and the importance of including girls in climate conversations. In addition to attending sessions, participating in advocacy efforts, and meeting with representatives of UN member states, they also had an opportunity to connect with WAGGGS delegates and meet Girl Guides and Girl Scouts from around the world.

2021 International Day of the Girl

GSUSA marked the 2021 International Day of the Girl by launching a reimagined National Gold Award Girl Scout recognition ceremony. "Girl Scouts Change the World" recognized the 2021 Gold Award class and built upon 2020's success by continuing to engage and inspire thousands of Girl Scout Juniors, Cadettes, and Seniors/Ambassadors to earn their highest award. The event was attended by over 10,000 Girl Scouts from around the Movement, featured a keynote from Gold Award Girl Scout Dana Tanamachi, and received recognitions from WAGGGS World Board, UN Women, members of Troop Capitol Hill, and more.

Girl Scouts also participated in the eighth annual International Day of the Girl at the United Nations. Co-sponsored by GSUSA's coalition partner, the Working Group on Girls, and the governments of Canada, Peru, and Turkey, the event featured girl activists from around the world engaging in dialogue with

global policymakers on the impact of the digital gender divide on girls. In a candid, girl-led conversation among girl activists, UN agency representatives, and leaders, girls shared how they are impacted by the digital divide and asked questions of policymakers around resources they need to be able to fully engage in an increasingly digital-dependent world. Gold Award Girl Scout Vonesha Shaik spoke to policymakers about her work in India and the U.S. empowering girls and women with STEM and digital skills.

WAGGGS Committees

Three GSUSA volunteers were selected as members of two WAGGGS' World Board


Committees: Lynn Mack-Costello, a service unit manager and adult trainer at Girl Scouts of Greater Los Angeles, was named to the People's Committee, and former GSUSA interim CEO Judith Batty and Rae Ann Dougherty, former board chair of Girl Scouts of Colorado, joined the Membership Fees Working Group. The People's Committee is focused on providing oversight and strategic direction for WAGGGS in relation to strategic priorities, policies, and practices regarding the WAGGGS Global Team (both staff and volunteers). The Membership Fees Working Group is tasked with reviewing WAGGGS's current membership fee structure and identifying potential new models to be considered by Member Organizations at

the 2023 World Conference. Stefanie Argus, Girl Scouts of Southeastern New England, was successfully reelected to the Western Hemisphere Regional Committee and then appointed as chair for the next triennium. As chair, Stephanie will also be a member of the WAGGGS World Board, alongside current World Board member Debra Nakatomi.

Reimagining Global Programs

A new global program strategy was launched in 2022 to increase engagement and connection to our global Movement. Reimagined World Thinking Day content will arrive in 2023, and Global Action Award changes will follow, as well as a new Global Citizenship badge line.



A young girl with brown hair in a ponytail is climbing a large tree trunk. She is wearing a teal Girl Scout vest with various patches, including one that says '251' and another that says 'HEART OF THE HUDSON'. She is also wearing a white t-shirt, white shorts, and a colorful wristband. She is smiling and looking towards the camera. The background is filled with green leaves and branches of the tree.

Part 3: Ensuring Our Movement's Financial Future and Securing Support for Our Mission

We built support for our mission through financial stewardship of our GSUSA properties, impactful advocacy efforts, and the cultivation of strategic partnerships to increase investment in Girl Scouting and establish long-term, mutually beneficial relationships with major corporations that have values aligned with our Movement.

In the wake of the pandemic-related challenges we have faced over the past 24 months, we are excited about our actual growth of 5.3% in FY 2022 and our budgeted growth of 8.5% in FY 2023. This has been no easy feat and has been accomplished only by our collective work across the Movement, as the past year posed numerous challenges for the business of Girl Scouting. Though revenues and finances will remain very tight, we will continue to make prudent expenditures and investments in excess of revenues to continue to deliver the Girl Scout experience to our girls, caregivers, and volunteers. At the same time, we will ensure the financial health and viability of our Movement and the appropriate cost structure for the organization.

Together, FY 2022 and FY 2023 represent a period of recovery, rebuilding, and reimagining. FY 2023 will be a stabilizing year, paving the way for higher growth in FY 2024 and FY 2025. Aligned with our strategic plan and based on feedback from councils, our key objectives are to 1) stabilize the foundation with a significant emphasis on technology; 2) grow revenue and rationalize costs; 3) grow the value of our Girl Scout brand and experience with girls, volunteers, and donors for a broader population; and 4) ensure continued financial stability.

Although businesses, schools, and families have resumed pre-pandemic activities to some extent, COVID-19 continues to impact our lives and livelihoods. Many schools and organizations through which we would reach new members or host troop meetings are

still not allowing outside organizations access out of an abundance of caution. In addition, the economic environment is very volatile and difficult with high inflation, significant investment market losses, continuing supply chain issues, and a challenging labor market. Membership is slowly recovering. Due to this, cash flow at GSUSA continues to be negative as we continue to invest in girls at a higher rate than the increase in our revenues. Our strong balance sheet and access to financing have allowed us to do so.

To ensure the long-term sustainability of Girl Scouts, we have prudently and strategically deployed funds and managed risks to offset the loss in membership revenues and invest in membership retention and recruiting. With the assistance of PricewaterhouseCoopers, this year GSUSA developed a sustainable enterprise risk management (ERM) program aligned with corporate governance best practices to identify, prioritize, and ensure alignment between company objectives, strategies, and risks to achieve our strategic objectives. GSUSA will work with the company to develop a toolkit of ERM resources to provide to councils in the coming year.

Financial Results

The previous Stewardship Report included the financials for FY 2020 with a comparison to FY 2019. This year's includes financials for FY 2021 with a comparison to FY 2020, attached at the end of the report ([Appendix Tables A and B](#)). The commentary references the historical FY 2021 as well as the current environment of FY 2022.

In summary, as of September 30, 2021, GSUSA had total assets of \$294.4 million and total liabilities of \$75.6 million, resulting in net assets of \$218.8 million, or more than 22% higher than the \$179.1 million in net assets as of September 30, 2020. The increase is attributable primarily to strong investment performance. For FY 2021, revenues were \$103.2 million or approximately \$4 million higher than FY 2020. Major variances included lower membership dues, down \$15.0 million, which were more than offset by very strong philanthropic contributions, which were \$20.0 million higher. At the same time, operating expenses were reduced by \$10.7 million, including reductions in personnel and discretionary spending. Partially offsetting these were \$33.6 million of higher non-operating gains due to gains in investments and lower accounting expenses for pensions.

National Girl Scout Council Retirement Plan (NGSCR)

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

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

On June 30, 2022, the most recent date for which information is available, Plan assets equaled \$417 million, and the Plan was 78% funded. This is a significant improvement, as the Plan was only 77% funded at the end of 2021 and 58% funded at the end of 2016. Investment returns were 2.0% over the three-year period, slightly better to benchmark, and contributed to the improvement in funded status. Higher interest rates (4.70% as of June 30, 2022) also positively impacted the liabilities.

Councils were contributing approximately \$32 million on an annual basis to the Plan. For 2021 and 2022, GSUSA is providing to councils \$5 million annually to offset

pension expenses. In addition, the Plan has met the funding threshold set by the IRS and is no longer required to make an annual minimum contribution of \$30 million. In 2023 contributions will be reduced to \$26 million, and GSUSA will provide approximately \$1 million in pension relief.

Property

GSUSA is examining all its own property assets to determine the best ways to use existing Movement resources to serve our members more effectively and is continuing to develop property tools for councils.

Birthplace

In 2020, GSUSA undertook a \$3.5 million renovation of the Juliette Gordon Low Birthplace in Savannah to modernize the visitor experience, increase accessibility, and create spaces to accommodate new revenue stream opportunities, such as an event rental program. Updates include a refreshed garden design, new ticketing and shop spaces, an orientation gallery featuring historical content, updated program spaces, and accessibility measures ensuring that the full campus is compliant with the Americans with Disabilities Act. In addition



to private donors, the project was supported by grants from the National Trust for Historic Preservation and the Institute of Museum and Library Services, two pillars of the museum community. On March 11, 2022, the birthplace officially reopened with activities for local families, tourists, dignitaries, and Girl Scout enthusiasts alike.

Edith Macy Center

With the goal of renovating and expanding the existing facilities to develop a world-class convention center and state-of-the-art STEM, arts, and hospitality center for girls, in April 2022 the board approved commencement of the expenditure of soft costs from the board-designated Macy Capital Improvements Fund for initial due diligence work that includes infrastructure and building reports, surveys, engineering reports, and traffic studies.

In addition, on June 23, 2022, the National Board had the great pleasure of officially dedicating the Friendship Room at Edith Macy as the Frances Hesselbein Friendship Room in recognition of Frances’s passionate and enduring commitment to advancing the Girl Scout mission.

Girl Scout Dream Labs (Our Experience Centers)

The GSUSA Property Team has spent the past year developing a new program delivery and retail space concept internally called the Girl Scout Experience Center and which will be launched as Girl Scout Dream Labs, with

the goal of raising the visibility of Girl Scouts and offering great programs and experiences in the communities that Girl Scouts serves. Concept design and development is completed, layouts have been finalized, and GSUSA and a construction project manager will work with the contractor to oversee the first capital project build-outs, for an on-time and on-budget delivery in Denver, Colorado, for the Girl Scouts of Colorado Council in January 2023.

Council Property Portfolio Rebalance Reports

The Property Team is also supporting councils’ immediate real estate decision-making. GSUSA contracted and funded Newmark to complete a property portfolio rebalance report that provides data-informed recommendations for every interested council. The reports provide current assessment and takeaways from a working session, as well as demographic projected population, and density maps to understand how well each location is positioned. The report also includes “scorecard” assessments of each service center and office based on key criteria, as well as a series of high-level recommendations and suggestions to optimize each council portfolio. This work began in fall of 2022 and will be complete in September of 2023.



Girl Scout Merchandise and Licensing 2022

Girl Scout Merchandise turned a corner in 2022, with overall sales projected to grow 28% over last year, down 15% from 2019's pre-COVID volume. Sales to council stores rebounded significantly (+39% from last year) as stores resumed more typical business hours and operated with fewer restrictions. The number of physical stores now stands at 262, down 36 from pre-COVID. This indicates that there is additional opportunity to grow retail store sales back up to pre-COVID levels and evaluate new stores or store formats to better serve our customers. Online sales maintained their volume this year, now representing 49% of sales, and we continue to invest in this channel with new opportunities such as service revenue (e.g., professional iron-on uniform services). Ecommerce is positioned to both improve convenience for our volunteers and families and generate incremental volume.

Our three-year affiliation strategy—focused on modernizing and updating the iconic Girl Scout uniform and reimagining how members demonstrate their belonging to Girl Scouts—was a key driver of this year's sales results. The return to more regular in-person troop meetings meant members had more opportunities to demonstrate their Girl Scout pride, and the result was a year-over-year increase in uniforms and official apparel sales—up 40% from last year and up 2% from pre-COVID 2019 sales. The strategy wrapped up with the launch of new official adult apparel

in fall 2022. Featuring updated branding and sustainable features, the new collections are driving both membership engagement and revenue.

Our national licensing program remains a strategic priority that generates non-membership-related revenue, drives consumer engagement, and grows our brand equity over time. Distribution of our licensed products exceeds 100,000 retail locations across channels that include mass market, grocery, specialty, drug, convenience, and warehouse club retailers, as well as quick-serve restaurants. Despite COVID supply chain-related challenges, we are on track to increase net national royalties by 7% compared to 2021.

Girl Scout Cookie-inspired products are the core revenue driver of the overall licensing business and are expected to be 73% of year-end royalties. About a third of these royalties come from Costco, which is a channel we are looking to expand in for 2023. In the quick-serve restaurant channel, Dairy Queen brought back the Thin Mint Blizzard for a second year, and we added a new relationship with Jack in the Box, which promoted an Adventurefuls Shake, keeping our newest Girl Scout Cookie top of mind throughout the summer. (Note: Jack in the Box over-indexes with Latinx consumers, helping us engage with this important market segment.)

We had some promising progress in lifestyle categories, including the launches of CHARM IT! jewelry in December, HipDot cosmetics in

May, and Western Chief rainwear in August. We expect to see continued expansion in these categories for 2023, including toys, home decor, and back-to-school stationery. Additionally, because travel is a popular activity in Girl Scouts, earlier this year we launched an alumni travel program with AAA, and we expect to expand into girl and family travel for 2023.

Finally, in December, we re-signed our licensing agent, Earthbound, to a multiyear agreement that put into place a gradual reduction in commission expenses and additional financial support for our licensing program. This continues to be an important partnership for growing our brand with consumers in multiple categories.



Public Policy and Advocacy

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

Below is a summary of work conducted in three key areas to support the Movement and position Girl Scouts as a committed partner, thought leader, and trusted resource with external audiences.

Partnering with the Executive Branch

We secured a \$2.5 million workforce development grant from the U.S. Department of Labor for a pilot program (with six councils) to transform the camp counselor experience and help address counselor recruitment. We also secured invitations to multiple White House and other executive branch events, including:

- Women's History Month reception at the White House with the president and first lady
- White House Gender Policy Council roundtable on mental wellness
- Disney Pixar's premiere of *Lightyear* at the Naval Observatory with Vice President Kamala Harris
- Juneteenth picnic at the U.S. Naval Observatory with Vice President Kamala Harris

- Department of Education Title IX 50th anniversary field day with U.S. Secretary of Education Miguel Cardona and Vice President Kamala Harris

Advancing GSUSA Priorities

With regard to the National Girl Scout Council Retirement Plan, we moved a proposal forward to reduce the pension burden for councils. Additionally, we led and advised a coalition of national nonprofits on strategic initiatives to address sector-wide issues, including extension of the employee retention tax credit (ERTC). To date, the ERTC has allowed the Movement to reinvest over \$50 million that would have been paid, and GSUSA is expected to recoup \$5 million. The board approved the use of the ERTC funding to support strategic investments to strengthen our Movement in fiscal year 2022, including in the areas of membership retention programs, philanthropy, technology, marketing, PR, corporate communications, and research. This investment plan allows us to recover and rebuild from the impact of the pandemic and invest in future enterprise growth.

And we continue to build congressional champions through Troop Capitol Hill, the honorary Girl Scout troop in Congress whose members commit to championing issues important to girls and Girl Scouts.

Making Girl Scouts a Philanthropic Priority

The GSUSA Philanthropy team has continued cultivating strategic partnerships to increase investment in Girl Scouting and identify, engage, and activate our more than 50 million alums.

Our mission to empower the change-makers of the future is made possible through the support of individuals, foundations, and corporations across the country who share our commitment to helping *every* girl thrive, lead, and make the world a better place. Whether with a gift of \$10 or \$1 million, thousands of remarkable donors choose to make a difference in the lives of every Girl Scout across the country, ensuring they have the tools they'll need to uncover their strengths, rise to meet new challenges, and tackle the future head-on. Our donors and supporters know the power of Girl Scouting to change lives and the world, and we are honored by their partnership.

Fiscal Year 2022 Fundraising

During FY 2022, we raised approximately \$29 million, including an unprecedented unrestricted gift from MacKenzie Scott. Her total gift to the Girl Scout Movement was \$84.5 million and included 29 Girl Scout councils. Other contributions include funding from major corporations, foundations and individuals to support councils and deliver new programming to girls.

Entrepreneurship and Financial Literacy Programming Support

- Morgan Stanley: Family Financial Literacy event toolkits
- Fiserv: Cookie Business badges
- FINRA Investor Education Foundation: Financial Empowerment Event Toolkit for girls in underserved communities
- HSBC: Camp Entrepreneur and Pitch Day playbooks
- Charles Schwab: Financial Literacy badges

Outdoor Strategy Support

- Margaret A. Cargill Philanthropies: Addressing barriers to inclusion at overnight resident camps for low-income girls, girls of color, LGTBQ+ girls, and disabled girls
- Elliott Wildlife Values Project: Girl Scout Tree Promise and National Service Project
- Johnson & Johnson: Girl Scout Tree Promise, Girl Scout Climate Challenge
- THOR Industries: Girl Scouts Love State Parks
- VF Foundation: Enabling two additional councils to participate in the Multicultural Family Camp pilot program and producing a final report

Mental Wellness Support and Inclusion

- HCA Healthcare Foundation: Supporting the development, piloting, and launch of three mental wellness workshops for girls in grades 4–12 over two years

- David and Lura Lovell Foundation: Shifting a portion of their gender parity funding to support adult mental wellness trainings
- Citi Foundation: Delivering inclusive program training for volunteers

STEM

- Amazon: Amazon tours
- AT&T: Girl Scout Activity Zone
- Palo Alto Networks: Cybersecurity badges K–12
- Instagram: Digital Leadership badges K–12
- SETI Institute: Space science programming
- Stanley Black & Decker: Maker badges pilot K–5
- General Motors: STEM Career Exploration badges



Gold Award Scholarships

- Coca-Cola Foundation
- Insight Global
- Kappa Delta Foundation

Mission Support

- James Annenberg La Vea Charitable Foundation: General support
- The David and Lura Lovell: Gender parity
- The New York Life Foundation: Cadette Welcome Project
- JOANN Stores: Rewards Card

Alums and Supporters

Alums: The overarching vision of the Girl Scout alum initiative is to build a thriving, nationwide alum community that advances the mission of Girl Scouts, provides an impactful experience, and supports the strategic goals of councils and GSUSA. [The Girl Scout Network](#), a community of Girl Scout alums and supporters from across the country who are passionate about supporting girls' dreams and each other, has grown to over 1.2 million. Members receive our monthly digital newsletter, which connects alums and supporters through compelling content and opportunities to give back as volunteers, advocates, and donors.

In February 2022, GSUSA released a new [Campus Girl Scouts Guidebook](#) to bridge the gap between the girl program and adulthood by encouraging graduates to launch or join Campus Girl Scout clubs at their college or university.

Lifetime Membership: Lifetime members are dedicated to Girl Scout values and share the strong belief in girls' power to make the world a better place. Since January 2019, \$25 of each new lifetime membership funds one year of Girl Scout membership for a girl in need of financial assistance in the lifetime member's council, and as a result, over \$1 million has been provided for more than 40,000 girl memberships.

Planned Giving

The Juliette Gordon Low Society was established at the time of Girl Scouts' 100th anniversary in 2012 to thank and honor friends of Girl Scouting who, like Juliette herself, choose to make Girl Scouts a beneficiary of their estate. In the decade since, the growth of planned giving in the Girl Scout Movement is one of the greatest success stories in the realm of Girl Scout fundraising.

Whether they are alums, parents, volunteers, board members, or staff, the thousands who have joined this distinguished society—in support of a council or GSUSA or both—come from a diversity of backgrounds and have experienced the power of Girl Scouting. By joining their legacy with Girl Scouts, they are ensuring that this remarkable Movement to empower girls can be sustained for generations to come.

CircleAround

As we began moving into the recovery phase of the pandemic, GSUSA decided to focus on core Movement programs and wound down publishing CircleAround starting in July

2022. We are grateful to the volunteers and CircleAround team who worked tirelessly to bring this concept to life and create the Girl Scout intellectual property and data-driven collection for this new venture, and to the companies that partnered with and supported

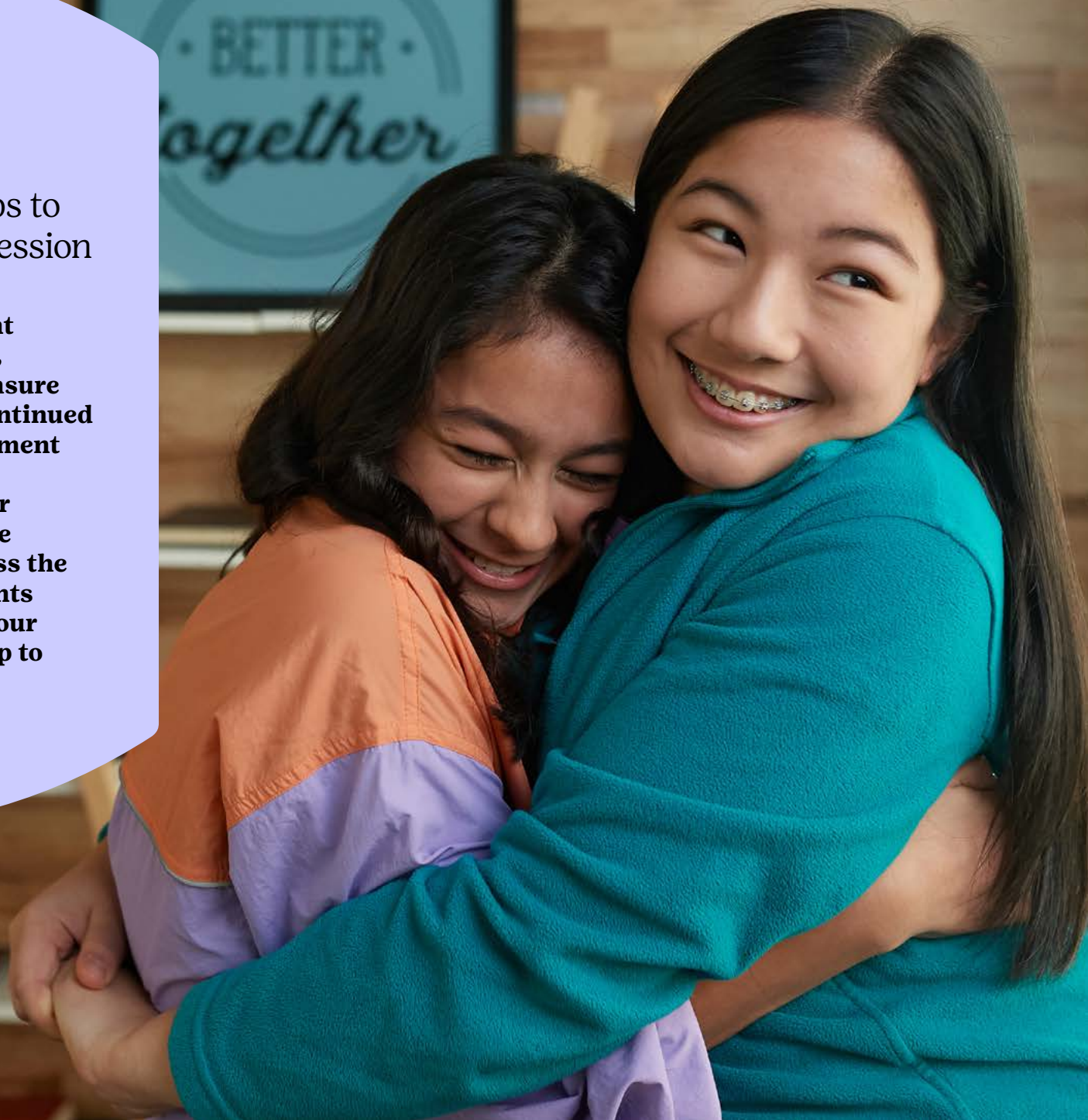
it. The lessons learned from this launch, albeit not the resounding success that OneGS Media was anticipated to become, will inform and propel our thinking in investments and new partnerships into the future.



Part 4: Bias to Action

Our Culture and Next Steps to
Our 56th National Council Session

In keeping with the National Board Commitment to facilitate consistent dialogue among council leadership, delegates, and other members to ensure transparent governance, GSUSA continued strengthening our Movement alignment to support our federated structure, encourage open dialogue among our many stakeholders, and enjoy a free flow of ideas and information across the organization—increasing touchpoints and engagement opportunities for our members and supporters leading up to an exceptional NCS 2023.



Working with the National Board and its National Board Development Committee, as well as the NCS Advisory Committee, GSUSA has focused on developing the most impactful NCS to date, improving Movement governance communication along the way. In summary, we have a bias for action to best recognize and mobilize the considerable time, talent, and treasure the Movement enjoys via its delegates, councils, and GSUSA's investments in NCS. The conversations that we have at NCS must be valuable to the Movement to merit this investment, and the NCS Advisory Team has begun generative discussions on how to create the best NCS experience for delegates and the Movement—and which systems, practices, traditions, and behaviors need to change to make that happen. GSUSA seeks to transform this routine governance meeting to a triennial

reunion and strategic think tank of sorts and asks that you start making your plans to meet us in Lake Buena Vista, Florida, in July 2023 for this exciting Movement gathering.

Girl Scout Advisory Board 2022

The Girl Scout Advisory Board (GSAB) to GSUSA continues to represent the voices of Girl Scouts at the national office. This past year, members of the advisory board contributed to projects related to Global Girl Scouting, older girl engagement and retention, highest awards, mental wellness, 2023 Girl Scout Convention planning, outdoor strategy, the cookie program, and more. Collectively, members of the GSAB contributed more than 365 hours to GSUSA in their first year.

In July 2022, GSAB members met in person at Edith Macy Center, where they collaborated on projects with GSUSA staff and had the opportunity to strengthen relationships with their fellow GSAB members. We bade a fond farewell to nine graduating seniors and welcomed 11 new members to the board for the 2022–2023 year.

The GSAB for 2022–2023 is made up of Cadettes, Seniors, and Ambassadors from 20 councils across the nation and Girl Scouts Overseas.

Girl Scout Advisory Board
Class of 2022–2023





Girl Scout Advisory Board members Darcy, Linda, Jahnvi, and Kamila compete to build the tallest cup pyramid during the Girl Scout Advisory Board retreat at Edith Macy, while GSUSA staff member Mary Edna Wuertenberger admires their success.



Members of the Girl Scout Advisory Board gather at the Edith Macy Great Hall to ring the bell after their pinning ceremony during the Girl Scout Advisory Board retreat July 8-10, 2022.



Engagement by GSUSA Leadership

It is important that members and leaders Movement-wide—local and national—enjoy regular opportunities to connect with each other, strategize, and offer feedback. Over the past year, the National Board has continued to engage meaningfully with the Movement; facilitate consistent dialogue among council leadership, delegates, and other members to ensure transparent governance; and stress the need for the Movement to champion and protect our federated model. Since the beginning of FY 2022, board members have engaged with councils via one-on-one outreach calls and participation in council events throughout the year. Whether events were virtual, in-person, or hybrid, board members were able to connect with council leaders, volunteers, and girls and learn firsthand what councils were experiencing in their communities, help celebrate successes, and share in notable moments in Girl Scouts' lives.



Girl Scout Advisory Board members Nishka, Kamila, and Isabelle brainstorm activities for Convention 2023.

CEO Sofia Chang and National President Karen Layng with Girl Scouts at the Juliette Gordon Low Birthplace reopening.



**National Board President
Karen Layng at the Girl
Scouts of Greater New York
Gold Award Celebration.**



**National Board member
Leslee Temple meeting
Girl Scouts, volunteers,
and council board members
at Girl Scouts of the
Colonial Coast.**



National Board member Trooper Sanders at Girl Scouts of Eastern Pennsylvania's annual Take the Lead fundraising event in Greater Philadelphia.



National Board member Cynthia Teniente-Matson with Girl Scout alums at the American Rental Association Women in Rental Summit in San Antonio, Texas, January 2022.

In addition to the range of events that National Board and National Board Development Committee members have participated in, National Board President Karen Layng hosted another year of quarterly council board chair calls along with CEO Sofia Chang, holding a series of small-group Zoom meetings to foster robust, honest, and transparent dialogue on critical Movement matters. Sofia also hosted regular calls with council CEOs in small groups that generated meaningful discussions about our Movement's work.

Support Provided by GSUSA to Girl Scout Councils

GSUSA continues to provide direct financial support to councils to help them rebuild during this difficult time and ensure they are able to continue to serve girls. Grants to councils in FY 2021 were \$9.3 million, a substantial increase over FY 2020 grants of \$3.2 million. These included:

- Providing \$5.0 million in pension relief from the Movement Growth Fund, the board-established fund for this purpose. GSUSA recognizes the burden the pension contributions have on councils' operating budgets and seeks to offset a portion of this.
- Securing an opportunity for Girl Scouts to be featured as Walmart's Charity of Choice throughout March 2021 in their online Round Up Program, which gave Walmart customers the option at checkout

to round up their transaction total to the nearest dollar to benefit Girl Scouts. While GSUSA collected the funds, 100% of the \$1.47 million received was distributed to councils based on the customer's billing zip code.

- Distributing \$157,500 to councils to pay for staff to create starter troops and then prepare volunteers to lead them.
- Developing and maintaining relationships with Amazon Business Prime, National Human Services Assembly, and FedEx Printing that offer savings on a variety of products and services to councils. This summer we held informative webinars on each of these partners to ensure that councils understood how to access these programs and earn savings.
- Negotiating partnerships with three national retailers—Walmart, GNC, and Petsense—who hosted over 90,000 cookie booths with over 13,000 troops participating, as well as the DoorDash partnership, which yielded nearly \$1 million in sales across 61 participating councils.
- Raising awareness about congressionally directed spending—aka “earmarks”—under a revived process; guided interested councils through the application process.
 - 11 councils worked with their members of Congress to include projects in initial earmark requests
 - 5 requests were approved for inclusion in FY23 appropriations bills

- Congress is expected to vote on Appropriations bills in December 2022, and council earmark requests are contingent on final passage.

- Offering continued assistance to councils interested in federal grant programs
- Consulting with California councils as they navigated implications of new state background check legislation, including a request for state appropriation to offset over \$1 million in compliance costs

Staff Training

GSUSA continued to invest in several council staff training programs in 2022, including the fourth Council Staff Summit, Sandler Sales Training, and peer-to-peer Mission Delivery Coach training.

- The Council Staff Summit was the second virtual conference for council staff holding roles in mission-critical positions such as membership, volunteer support, program, marketing and communications, DEI, and data. The conference drew 2,784 staff from 110 councils, USAGSO, and Girl Guides of Canada and surpassed the total number of attendees from 2021's virtual summit, with 94% overall satisfaction rate among council staff.
- We offered training for C-suite council staff via in-person bootcamp sessions:
 - 12 CEOs, 15 COOs, and 13 CFOs in October 2021

- 7 CEOs, 22 COOs, and 9 CFOs in June 2022
- one-on-one onboarding sessions for 19 new CEOs
- Sandler Sales Training offers council staff proven sales techniques to improve our approach to recruitment, customer service, and team culture. In 2022, more than 1,300 council staff participated in various forms of Sandler training—over 20% of all council staff in the country. These tactics are working: after council

staff complete an all-staff Sandler Sales Training program, they recruit an average of 20% more girls than their peers—and they enjoy the experience: 97% of council staff who complete the program are satisfied with the training.

- The Mission Delivery Coach program leverages council expertise to offer peer-to-peer sharing and learning in topics that emerge as critical to drive Movement-wide membership growth. This year, GSUSA partnered with 24 coaches from across

the country to train 2,678 council staff in topics such as conflict resolution, program data analysis, and customer service.

Council Consulting Services

The success of each individual council is critical to the overall health and sustainability of Girl Scouting nationally. GSUSA supports councils through dedicated council consultants with subject matter expertise in areas such as executive leadership, membership and operations, and finance. In addition to



offering one-on-one council support, council consultants also provide direct training based on the unique needs of the council, onsite trainings, virtual cohort gatherings, and support plans to assist in improving specific areas of the council business. In 2022, this team offered services including:

- Hosting a **virtual training course for 20 council board chairs** in September 2021, 111 calls to councils for their annual review of the council's dashboard and charter status, 5 council board assessments in 2021, and 11 council board assessments in 2022.
- **C-suite onboarding programs** for new CEOs, CFOs, and COOs throughout the first year, including an in-person bootcamp. For the first time, GSUSA combined this in-person bootcamp opportunity to bring all three roles together at once, increasing the amount of information sharing and consistent training needed by all three roles, with specific sessions dedicated to each.
- To support local councils through improvements in specific areas of the council business, GSUSA offers targeted **support plans** in areas such as membership growth, finance support, and organizational development. In 2022, after completing 34 support plans, 85% of councils improved in the specified areas, such as increasing financial operating reserves or achieving membership growth goals.

Fundraising

The Philanthropy Team continues to support councils with the Fundraising Toolkit, which features an array of turnkey, customizable assets to support council fundraising efforts at the local level. The toolkit was created to provide councils with clear, consistent, and engaging messaging to support their fundraising strategies for a variety of audiences, from individual donors to corporations and foundations.

In addition to the FY 2022 fundraising results, in 2022 the team supported councils' work on three significant grants that will directly support their local communities.

- The Lilly Endowment provided GSUSA and the six councils serving girls in Indiana with planning grant funding to develop a plan to serve more girls in specific populations for a \$15 million implementation grant
- The U.S. Department of Labor awarded nearly \$2.5 million to GSUSA as part of the Workforce Pathways for Youth program. The grant supports a GSUSA-led program, the Camp Counselor Career Catalyst Training Program, which will provide job skills and training as well as offer work experiences for young people, particularly underserved and underrepresented young people, young people of color, youth experiencing housing instability, and those who live in rural communities. GSUSA will work with six councils to implement the program.

- Toyota provided grants to three councils to support their STEM, financial literacy, civics, and/or empowerment programs, as well as volunteers to work with each council to mentor girls and help facilitate the event activities.

Work Towards National Council Session

GSUSA has worked with the National Board and its Board Development Committee, as well as the NCS Advisory Committee, to develop the path to the most impactful NCS to date, improving Movement governance communication along the way.

We know that some changes—such as amendments to the standing rules and engaging delegates in the development of standing rules in advance of NCS will make the in-person meeting time more efficient. The Advisory Team has spent this year considering the NCS 2020 survey results and has taken the data and metrics from the most recent council sessions into account to mitigate or eliminate legal and parliamentary constraints. This will enable transformational shifts and ensure that we will engage in meaningful and strategic discussions at NCS 2023 to shape the future of our Movement.

Conclusion:
Looking Ahead to
2023 and Beyond



The value proposition of Girl Scouting today remains the same as it was 110 years ago; the return on investment of Girl Scouts is reflected in the [incredible outcomes Girl Scouts enjoy](#) as they excel in leadership, academic achievement, career aspirations, and hope for the future. Our value is also revealed by the impact our 50 million living Girl Scout alums have had on the country and the world—as leaders in government, STEM, business, entrepreneurship, finance, sports, environmental stewardship, entertainment, and more.

Our country and the world need Girl Scouts more than ever—and girls of all backgrounds,

in all communities, need to have the opportunity to be Girl Scouts. As such, we are looking forward to the work we will do together in 2023 to continue fulfilling our mission for the Girl Scouts we serve now—and those we have not yet reached. 2023 will be a year of continued recovery and transformation for the Movement and GSUSA, requiring rebuilding and reimagining of Girl Scouts for the future. Part of this collaborative work will be our exciting, robust, and in-person National Council Session in Lake Buena Vista, Florida, where we will engage in focused, strategic discussion to chart the path forward for our Movement for the next three years—and celebrate the world of Girl Scouting!

As we move forward together, it is critical that we remain guided by our Girl Scout values, and we must be bold and courageous for our Girl Scouts—reflecting back the courage, confidence, and character they show every day as they navigate a complex world and dedicate themselves to making it a better place.

Thank you for your passion for Girl Scouts and for all you do to secure our Movement's strength and relevance for the future. Together we are ensuring that our Girl Scouts have every opportunity to be leaders and change-makers in their communities and the world.



Appendix Table A

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

	Assets	<u>2021</u>	<u>2020</u>
Assets:			
Cash, inventories, and other		\$ 37.7	\$ 30.3
Investments		209.0	179.9
Fixed assets		<u>47.7</u>	<u>48.7</u>
Total assets		<u>\$294.4</u>	<u>\$258.9</u>
	Liabilities and Net Assets		
Liabilities:			
Accounts payable, deferred revenue, and other		\$ 71.1	\$ 60.1
Pension liability		<u>4.5</u>	<u>19.7</u>
Total liabilities		75.6	79.8
Net assets		<u>218.8</u>	<u>179.1</u>
Total liabilities and net assets		<u>\$294.4</u>	<u>\$258.9</u>

Appendix Table B

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

	<u>2021</u>	<u>2020</u>
Operating revenue:		
Membership dues	\$35.0	\$49.9
GSM gross profit and royalties	23.5	24.4
Contributed income	28.2	8.4
Training and meeting revenue	1.7	2.2
Investment income allocation	6.9	6.6
Software maintenance	6.1	5.8
Other	<u>1.8</u>	<u>1.8</u>
	103.2	99.1
Operating expenses:		
Program services	99.3	106.1
Fundraising, management, and general	<u>12.4</u>	<u>16.2</u>
	<u>111.7</u>	<u>122.4</u>
Deficiency of revenue over operating expense	(8.5)	(23.3)
Non-operating gains (losses)	<u>48.2</u>	<u>14.6</u>
Change in net assets	<u>\$39.7</u>	<u>\$(8.6)</u>

Financial Results: Income Statement

For FY 2021, revenues were \$103.2 million or approximately \$4 million higher than FY 2020. Major variances included membership dues totals down \$15.0 million, which were more than offset by very strong philanthropic contributions, which were \$20.0 million higher. At the same time, operating expenses were reduced by \$10.7 million, including reductions in personnel and discretionary spending. Partially offsetting these were \$33.6 million of higher non-operating gains due to gains in investments and lower accounting expenses for pensions.

girl scouts 