



**girl scouts**   
nation's capital

**LEADERSHIP PROFILE**

**Chief Executive Officer  
Girl Scouts Nation's Capital**

Washington, D.C.

# A Unique Opportunity

Girl Scouts Nation’s Capital (GSNC) is the largest of the 111 Girl Scout Councils in the United States with a total youth and adult membership of 74,740. The Council serves a diverse and dynamic membership across the District of Columbia, Maryland, Virginia (DMV) and West Virginia. Girl Scouts Nation’s Capital is dedicated to empowering girls with the skills, knowledge, and confidence to become leaders in their communities and beyond.

**Girl Scouts was founded by Juliette Gordon Low in March 1912.** Each year on October 31st her birthday is celebrated by all Girl Scouts as Founders Day. She organized the first troop of girls to visit her hometown of Savannah Georgia with the intention of encouraging girls to explore new possibilities and the wonders of the world around them—and she wanted them to do it together.

Juliette Gordon Low, also known as “Daisy,” imagined a world where all girls could come together and embrace their unique strengths and passions. Low encouraged girls to engage in sports and to explore the great outdoors by hiking and discovering nature, which was unusual at a time when girls tended to be limited to activities like cooking and sewing. Low had a global perspective, inspiring youth to work together to improve their corner of the world just as Girl Scouts do across the country and around the world today.

Girl Scouts Nation’s Capital was formed in 1963 and included 5 area councils. Today, GSNC encompasses 25 Associations within the DMV and West Virginia. Annually, GSNC serves 47,062 Girl Scouts. To effectively serve this high-capacity council, GSNC engages more than 27,000 volunteers. GSNC volunteers are the heartbeat of the organization. Volunteer roles range from Troop Leader, Camp Volunteer to Troop Cookie Manager just to name a few. GSNC offers both virtual and



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in-person opportunities to serve. Volunteers work cooperatively, emphasizing program delivery in support of the Girl Scout family and every individual. GSNC engages adults in volunteer roles that are specific, sustainable, and rewarding which inspire new possibilities for girls.

In addition to engaging in exciting activities to earn badges, GSNC is developing leaders by challenging Girl Scouts to excel outside of their comfort zone by exploring new environments while camping and trying new activities like Girls Camp CEO. Camp CEO is dedicated to creating a safe space for Girl Scouts to network and interact with women from a variety of industries and backgrounds who believe in girls and all that they can accomplish. Girl Scouts explore government as Congressional Aides, beautify their neighborhoods, and teach younger Girl Scouts to follow in their footsteps. A Girl Scout can pursue almost any interest within the Girl Scout experience.

Deeply rooted in the founding principles of Girl Scouts to inspire new possibilities, GSNC’s vision is “A world where every girl is empowered to lead with **courage, confidence, and character**”. Girl Scouts Nation’s Capital encourages this journey of self-discovery by inspiring curiosity, encouraging exploration, and facilitating meaningful leadership opportunities.

“What do Girl Scouts do? **Anything they set their mind to. They’re discovering who they are and what they love to do. No two Girl Scout stories are the same, but every single one will inspire you.**”

Girl Scouts dream big, belong to a sisterhood, and explore the world through hands-on adventures. Whether they’re tracking a shooting star in the sky at camp, throwing axes or creating art as a Girl Scout, with the guidance and support of caring adult volunteers, they’ll grow with their troop as they make new friends and discover, imagine, and

create together. Their entrepreneurial and business planning skills are developed through the iconic Girl Scout Cookie Program, a youth-led initiative that provides meaningful financial support for troop and Council activities.

In March 2023, Lidia Soto-Harmon announced her resignation as CEO of GSNC. The Board of Directors has partnered with BoardWalk Consulting to identify her successor. Building on the vast accomplishments of Lidia's more than 12 years of leadership, GSNC is seeking a future-forward leader who can build on current organizational assets and continue to expand the depth and reach of the Council with impactful programming.

## The Mandate

The next CEO of Girl Scouts Nation's Capital will be a dynamic visionary leader responsible for guiding the organization to fulfill its mission. As the organization's most visible representative, the CEO must be prepared to balance the roles of leader, fundraiser, manager, community partner, and chief Girl Scout advocate. Ideally, a leader who manages with humility, care, compassion and determination, the CEO will be expected to work in close collaboration with the Board of Directors to strengthen GSNC's ability to deliver meaningful programs while expanding visibility and support throughout the broader community.

### Key Responsibilities:

#### 1. Strategic Leadership and Expansion

**Strategy.** The CEO is expected to adapt and perform the current Strategic Plan and to assist in implementing a cogent financial and operating plan to facilitate established goals for sustainable growth. The CEO will build and nurture a strong working relationship with Girl Scouts USA and continue to grow GSNC membership. We are seeking a culturally



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inclusive CEO who values and embraces diversity, equity, inclusion, and accessibility and offers the commitment to live out the GSNC DEIA Policy by increasing the diversity of Girl Scout troops and volunteers.

**2. Financial Management.** GSNC has an annual budget of \$21 million, with assets totaling \$51 million. The CEO will bring a successful track record of resource development to diversify current revenue streams. In FY22, GSNC sold more than 4.1 million boxes of cookies: making Nation’s Capital the number one Cookie Program in the country. Building on the successful Cookie Program, the CEO will identify, cultivate, and close new philanthropic partnerships to expand donor relationships to meet newly established revenue goals. Annually, GSNC hosts a Signature Gala to increase awareness, celebrate program success, show appreciation for volunteers, and build relationships with new donors. The CEO will develop additional fundraising events to drive additional resources, both financial and in-kind.

**3. Organizational Development, Operations and Governance.** As the largest Council in the U.S., GSNC has a dedicated effective staff committed to expanding and improving across all functions. The CEO will be a seasoned leader with proven capabilities to organize and inspire a cohesive team to be mission-focused and results-driven. The CEO will obsess about organizational effectiveness and be willing to invest in staff professional development, training, compensation, and resources to inspire the team. The CEO will be a digitally fluent leader who manages processes by integrating systems that drive innovation. GSNC is seeking a seasoned leader with a strategic mindset, operational savvy, and a facility for developing relationships within the organization, built on trust and fostering excitement about the possibilities ahead.



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**4. External and Community Relations.** As the chief Girl Scout, the CEO will serve as the ambassador and face of GSNC to increase visibility and awareness using traditional and digital media. The CEO will bring the required social skills and business savvy to manage beneficial relationships with media outlets to advance the mission and success of GSNC programs. GSNC inspires leadership, Girl Scouts who remain active in the Council in high school complete projects to make the world a better place and earn awards available to Seniors and Ambassadors. In FY22, 226 Girl Scouts earned a Gold Award. 1,016 Girl Scouts earned a Bronze Award. 752 earned a Silver Award, and 97 Girl Scouts earned a Trefoil Award. The CEO will be an experienced spokesperson able to inspirationally “tell the Girl Scout story” to compel people into action.

**5. Program and Service Excellence.** The CEO will have a deep understanding of the Girl Scout model and experience managing organizations that recruit, train, and sustain a large volunteer constituency. GSNC deploys several targeted outreach programs that are designed to attract an increasingly racially, ethnically, and economically diverse troop membership. The CEO will bring an equity lens to the organization with the commitment and experience to translate the GSNC DEIA Policy into outcomes. This leader will develop and promote programs around the eight camp sites owned and operated by GSNC to advance the historic Girl Scout priorities of environmental awareness and engagement with nature and the outdoors. GSNC has a passion for and a commitment to STEM and wants to build on this distinction by expanding experiences for Girl Scouts by providing opportunities for youth to interact and learn from leaders in these fields today. The Council offered STEM-focused events for more than 800 girls and Girl Scouts earned more than 25,000 STEM-related badges



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in 2022. Impactful programs are the DNA of GSNC, and the commitment to expanding the quality of programs offered to Girl Scouts is essential for the next CEO.

**6. Talent Development and Leadership.** GSNC is seeking a CEO who is an inspirational leader, who encourages teamwork, invites creativity, and creates a culture of high performance across all functions. GSNC has 119 full-time employees who enjoy working in a fun environment built on collaboration and a common focus on Girl Scouts and volunteers. An accessible leader who welcomes feedback and is deeply vested in managing talent to perform at the highest capacity is key. The GSNC Strategic Plan is a well-constructed Blueprint for growth, the CEO will have extensive experience leading the team to ensure all staff are trained, supported, and coached effectively to achieve the organizational mission. The CEO has a demonstrated capability in strategy, planning and execution by driving consensus.

### Personal Characteristics

The CEO of GSNC believes in the value of scouting and the ability of these experiences to provide affirming life skills that encourage Girl Scouts to be excellent, never settling for average. Girl Scout programs inspire leadership. GSNC is seeking a leader who is deeply committed to the ideals and mission of Girl Scouts. The CEO offers an innovative approach to programs that break barriers and encourage exploration to inspire the next generation of leaders.

### The CEO will be:

- An ethical leader who embodies a Girl Scout.
- An inclusive leader who seeks diversity in people and perspective.



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- An implementer who uses data-driven decisions to affect change.
- An engaged leader who facilitates collaboration.
- A decisive leader who does not avoid difficult decisions.
- A compassionate, people-first leader who champions the team.
- An exceptional communicator who can listen and influence multiple constituencies.
- A leader with High EQ who requires accountability and celebrates achievements.
- An innovative leader, who brings creative energy to develop exceptional programs.
- A charismatic leader who is genuine and sincere.
- An enthusiastic, optimistic leader who inspires innovation to achieve sustainable results.
- A leader with proven grit and resilience in the face of challenges.
- A leader with demonstrable business acumen to design an effective management strategy.
- A leader who remains calm under pressure and can mitigate risk.
- A team player who believes, “mission before me”.
- A leader with a growth mindset.

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Listen now as Girl Scouts of the Nation's Capital share why they love Girl Scouts!

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## The Relationships

<b>The CEO reports to:</b>	GSNC Board of Directors
<b>Directs:</b>	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Development Director</li> <li>• Chief Financial Officer</li> <li>• Director of Marketing</li> <li>• Director of Membership</li> </ul>
<b>Stewards Relationship with:</b>	<ul style="list-style-type: none"> <li>• Donors</li> <li>• Girl Scouts USA</li> <li>• Volunteer Leaders</li> </ul>

## The Organization

Families remain dedicated to the value of programming options available to troops and Girl Scouts. GSNC continues to grow. In FY22, GSNC ranked number 1 nationally in the Cookie Program. Troops earned more than \$4 million for trips, activities, and service projects in their communities. While the Cookie Program provides practical entrepreneurship training to Girl Scouts, this is merely one program designed to inspire Girl Scouts to excel. GSNC offers meaningful camp experiences. Girl Scouts experience the adventure Juliet Gordon Low envisioned more than 110 years ago. For example, Girl Scouts sleep under the stars, read the Constellations, and hike while building new relationships and learning more about themselves.

### **Diversity Equity Inclusion and Accessibility.**

In 2022, GSNC adopted a new Diversity, Equity, Inclusion, and Accessibility commitment. Specific initiatives and goals have been established to make this commitment a reality throughout the

Council, including unique outreach programs to build more inclusive troops:

### **Asian Recruitment Initiative**

Execute a strategy to raise Girl Scout awareness and gain interest and commitment in the Asian communities to increase membership of girls who chose to share their Asian ethnicity.

### **African American/Black Recruitment Initiative**

Execute a strategy to raise Girl Scout awareness and gain interest and commitment in the Black/African American communities to increase membership of girls who chose to share their Black/African American race.

### **Hispanic Recruitment Initiative**

Execute a strategy to raise Girl Scout awareness, and gain interest and commitment in the Hispanic community to increase membership of girls and adults who chose to share their Hispanic ethnicity.

### **Financial Support**

GSNC ensures every Girl Scout can participate in troop and program activities by providing financial support for under-resourced families. This support can offset the cost of camp programs, life skills, entrepreneurship, and leadership training, or even the cost of uniforms and dues. GSNC offered \$364,000 in financial support during the last program year. GSNC's commitment to remove all barriers to engagement will expand to meet growing demand.

GSNC engages dedicated volunteers, celebrating and honoring the tireless commitment of GSNC adult volunteers is a key priority for the Council. GSNC provides ongoing volunteer training, encouragement, and appreciation events. Last program year, 27,678 volunteers led 3,944 Girl Scout Troops while they camped, earned badges, sold cookies, explored careers, traveled, served as Board Members of GSNC and realized there are no limits to their leadership possibilities.

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At the heart of the Girl Scout movement lies a purpose-driven structure that empowers Girl Scouts, engages volunteers, and fosters a sense of community. The GSNC framework brings together youth, caregivers, volunteers, and communities, ensuring that every Girl Scout can discover their potential, build lasting friendships, and ultimately make a positive impact in the world as leaders.

## The Location

GSNC is headquartered in Northwest Washington, D.C. with satellite offices and camp sites located throughout the DMV and West Virginia.

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For potential consideration or to suggest a prospect, please email relevant materials to [GSNC@BoardWalkConsulting.com](mailto:GSNC@BoardWalkConsulting.com) or call **Cynthia Moreland** or **Diane Westmore** at 404-BoardWalk (404-262-7392).

For the current status of this and other searches, please visit [www.BoardWalkConsulting.com](http://www.BoardWalkConsulting.com)

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