



**girl scouts**   
of eastern  
massachusetts

## LEADERSHIP PROFILE

Chief Executive Officer  
Girl Scouts of Eastern Massachusetts

Waltham, MA

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

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# A Unique Opportunity

## Girl Scouts of Eastern Massachusetts (GSEMA)

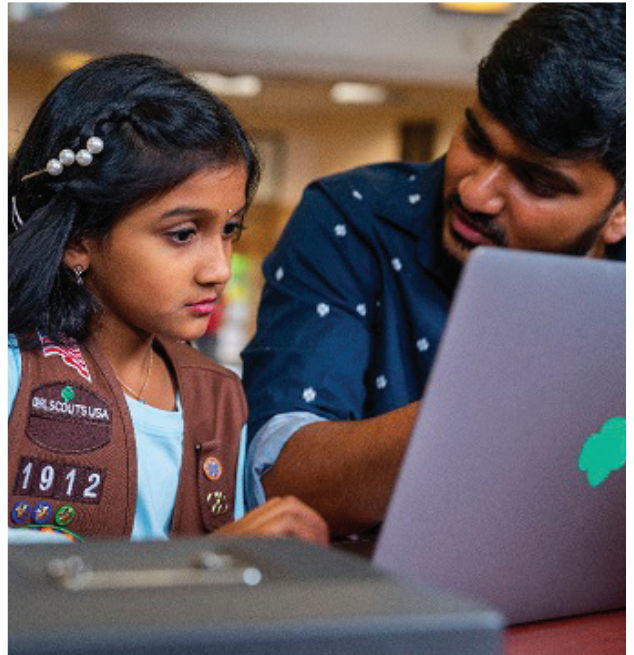
fosters a circle of friendship that represents an unbroken chain of sisterhood among Girl Scouts throughout eastern Massachusetts. Girl Scouts of Eastern Massachusetts serves 20,000 girls in grades K-12 and nearly 11,000 adult volunteers annually in 178 eastern Massachusetts communities. GSEMA is the largest leadership development organization specifically for girls in the Commonwealth.

Girl Scouts was established in 1912 by Juliette Gordon Low at a time when women were still denied the right to vote. The iconic Trefoil badge was patented by Juliette Gordon Low in 1914 as a symbol “that suggested a fundamental equality between girls and boys on the eve of women’s suffrage”.

Juliette, affectionately known as “Daisy,” imagined a movement where all girls could come together and embrace their unique strengths and passions.

Since the founding of the Girl Scout Movement more than a century ago, Daisy’s small circle has grown to include nearly 2 million girl members and more than 50 million Girl Scout alumni who are united across the decades by a spirit of lifelong friendship, shared adventure and the desire to do big things to make the world a better place.

Low’s birthday, October 31st is celebrated each year by 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”.



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A pioneer, Low encouraged girls to engage in sports and to explore the great outdoors by hiking and discovering nature. And just like Girl Scouts do across the country and around the globe today, Girl Scouts inspires girls to work together to improve their corner of the world.

In 1913, the Red Rose troop, formed by Emma Hall in New Bedford, made history as the first Girl Scout troop in Massachusetts and the first troop in the nation to welcome African American girl members. Building on the rich history of celebrating diversity and inclusion, in 2023 GSEMA was the first council to establish a Camp Culture Statement welcoming anyone who identifies as a girl to attend Girl Scout camp and join the movement.

Girl Scouts of Eastern Massachusetts is the 10th largest Girl Scout council in the USA and the largest girl-serving organization in Massachusetts. GSEMA was formed in 2008, the Council includes Patriots Trail, Spar and Spindle and Southeastern Massachusetts Councils. Annually, GSEMA serves 20,000 Girl Scouts. To effectively serve this high-capacity council, GSEMA engages more than 11,000 volunteers. GSEMA enjoys a retention rate of 72.1% among Girl Scouts and 69.9% among volunteers.

Volunteers work cooperatively, emphasizing program delivery in support of the Girl Scout family and every individual. The GSEMA volunteer-led, girl-centered service delivery model provides flexible ways to participate in Girl Scouts and engages adults in volunteer roles that are specific, sustainable, and rewarding.

Deeply rooted in the founding principles of Girl Scouts to inspire new possibilities, GSEMA's vision is "to build girls of **courage, confidence** and **character** who make the world a better place."



GSEMA has an annual budget of \$12 million, with assets of \$23 million. GSEMA has 85 full-time employees and achieves its mission by engaging a dedicated team of more than 11,000 adult volunteers who serve by mentoring and guiding Girl Scouts. Volunteers play a crucial role in preparing Girl Scouts for a lifetime of leadership, success, and adventure.

GSEMA is developing leaders by challenging Girl Scouts to excel outside of their comfort zones, as they explore new environments while camping, and benefit from unique and adventurous programs. Girl Scouts are engaged in exciting activities to earn badges, and achieve the highest awards. The Bronze, Silver and Gold Awards are given to Girl Scouts who complete a project that is beneficial to their community. Girl Scouts who earn any or all of these awards grow in their leadership skills and make a lasting impact in the community.

- **Girl Scouts of Eastern Massachusetts Camp Programs:** GSEMA offers the unplugged experiences of a lifetime at 6 camp sites in eastern Massachusetts and New Hampshire. Through ropes course challenges, archery, swimming, campfires, s'mores, and sing-alongs, Girl Scouts and their families revel in the unbridled joy of this rare opportunity to celebrate the exploration of nature by participating in both overnight and day camps.
- **Entrepreneurship Cookie & Fall Product Program:** The Girl Scout Cookie Program is a crucial part of the Girl Scout Leadership Experience and is the largest entrepreneurship program for girls in the world. Girl Scouts gain confidence, learn presentation skills, feel more connected to their community, and learn essential financial literacy skills. The Fall Product Program offers Girl Scouts continued entrepreneurship experience offering the opportunity to sell nuts, candy, and magazine subscriptions to fundraise for troop activities.



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- **Hands-on STEM Opportunities:** GSEMA is committed to bridging the gender-based digital divide by providing Girl Scouts the opportunity to explore science, technology, engineering, and math careers and activities. STEM Fest offers an exciting day of STEM workshops and hands-on activities. STEM Van, anticipated launch fall of 2024 is a mobile technology exploration opportunity that removes all barriers to participation by bringing technology experiences to the communities where Girl Scouts live and learn.

In February 2024, Barbara Fortier announced her retirement as CEO of GSEMA. The Board of Directors has partnered with BoardWalk Consulting, a national executive search firm to identify her successor. GSEMA seeks an inspiring people-first leader who cares deeply about Girl Scouts. The next CEO will partner with the GSEMA board of directors, leverage the expansive talent of the long-tenured Executive Leadership Team and the dedicated and talented staff, inspiring Girl Scouts and dedicated volunteers.

## The Mandate

The next CEO of the Girl Scouts of Eastern Massachusetts is 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 GSEMA’s ability to deliver meaningful programs while expanding visibility and garnering support throughout the broader community.

## Key Responsibilities:

- ✦ **The next CEO will articulate a vision to lead and scale GSEMA while serving as an external advocate and thought leader.** The CEO will implement a cogent financial and operating plan to facilitate established strategic goals. The CEO will empower the team, expand the Council's membership, engage and support volunteers, and manage programs and operations. The next leader together with the Board will build on GSEMA's record and momentum, creatively address challenges, facilitate new opportunities and inspire the organization to fulfill its mission.
- ✦ **The CEO will build and nurture strong working relationships essential to GSEMA.** The next leader will understand the complexities of managing in a multi-layered Federated organizational model. Building on the established relationships with Girl Scouts USA and fellow Council leaders, the CEO will strengthen organizational partnerships and grow Girl Scout membership, continuing to distinguish GSEMA as a top ten Council. GSEMA seeks a culturally inclusive CEO who values and implements diversity, equity, inclusion, and racial justice and advances the commitment to live out the GSEMA DEI/ RJ Policy by leveraging existing and new key stakeholder relationships that ensure every voice is represented.
- ✦ **The CEO will be an avid fundraiser with the demonstrated ability and commitment to expand and diversify resource development revenue streams.** Additionally, we are seeking a leader who can manage the enterprise and identify, cultivate, and close new philanthropic partnerships to expand donor relationships to meet annual revenue goals. GSEMA enjoys a strong Balance Sheet and the cash reserves required to meet the Council's long-term goals. In FY23, GSEMA sold more than 2 million



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packages of cookies, troops earned \$1.9 million in proceeds and girls earned \$496K in incentives. GSEMA manages and operates 6 camps including day and overnight experiences for girls, revenue from camp programs accounts for 24% of the overall budget. Annually, GSEMA engages in a Signature Fundraising event, Leading Women Awards to increase awareness, celebrate program success, show appreciation for volunteers, and build relationships with new donors. The CEO will diversify revenue through established and new donor relationships and present fundraising events to drive additional resources, both financial and in-kind.

- ✦ **The CEO will obsess about organizational effectiveness, and be willing to invest in staff professional development, training, technology, benefits and resources to inspire the team.** GSEMA enjoys the service of a passionate team, comprised of long-tenured, mid-career, and emerging leaders that is deeply committed to expanding and improving across all functions. As a top ten Council, GSEMA has a dedicated effective Leadership Team committed to increasing its outreach efforts to serve a growing diverse population of Girl Scouts. This visionary leader has the proven capabilities to organize, execute and inspire a cohesive team to be mission-focused and results-driven. The GSEMA team is dynamic, energetic, bright and enjoys working hard and having fun together. The CEO must be adept at infusing joy as an essential element of the organizational culture.
- ✦ **Be a credible and compelling advocate.** The CEO will be a powerful presenter and advocate for the power of Girl Scouting. The CEO will advocate vigorously and effectively for Girl Scouts and the power of the Girl Scouts movement. The CEO will be steadfast in connecting with others in an authentic and caring way, serving as the ambassador and face

of GSEMA 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 GSEMA programs. Annually, GSEMA celebrates and honors Girl Scouts who complete a project that is beneficial to their community and the broader world by earning a Gold, Silver or Bronze Award. Celebrating the accomplishments of girls and the ability to inspirationally tell the Girl Scout story to compel people into action is critical for GSEMA's next CEO.

- ✦ **The CEO will have a deep appreciation for the Girl Scout model through lived or learned experience coupled with the ability to manage organizations that recruit, train, and sustain a large volunteer constituency.**

Girl Scout programs are volunteer-led, and girl-centered. Recruiting, managing and supporting a large, dedicated community of volunteers is essential. GSEMA volunteers are diverse and leaders in their own right. Volunteers are engaged to serve in Troop roles, Service Unit roles and Council Roles. As a volunteer-led program, celebrating and honoring the tireless commitment of GSEMA adult volunteers, many of whom are Girl Scout Alum is essential. GSEMA provides ongoing volunteer training, encouragement, and appreciation events.

- ✦ **The CEO must lead performance management, with strong executive leadership, clear objectives and accountability for the team.** The CEO must ensure that the organization hits growth and performance targets. The CEO will ensure that the organization leverages systems, resources, structures, technology, and personnel to support effective internal and external activities. Hiring, developing and retaining talent is critical to GSEMA, as is working to create an

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organization that reflects the communities it serves. GSEMA is seeking a CEO capable of coloring with girls in day camp and providing one-on-one consistent meetings with team members. An accessible leader who welcomes feedback and is deeply vested in managing talent to perform at the highest capacity is key.

## The Candidate

The CEO of GSEMA believes in the value of Girl Scouts and the ability of these leadership experiences to provide affirming life skills that encourage Girl Scouts to be excellent, never settling for average. Girl Scout programs inspire leadership. GSEMA 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 demonstrate the following qualities:

- A leader who embodies the ethical standards of a Girl Scout.
- A leader who champions developing girls as leaders.
- A compassionate, people-first leader.
- A leader who champions the values of Diversity, Equity, Inclusion and Racial Justice.
- A decisive leader, prepared to make complex challenging decisions.
- A leader with High EQ.
- An external-facing leader with exceptional executive presence.
- An exceptional communicator, who listens well.
- A leader with proven business acumen.

- A leader who is knowledgeable about STEM and committed to removing STEM gender disparities for Girl Scouts.
- A leader who remains calm under pressure.
- A transparent authentic leader.
- A leader who believes “mission before me”.
- A leader with an appreciation for the Girl Scouts movement through lived experience or has the humility and patience to learn.
- A Big Picture Strategic Thinker.
- A leader with a growth mindset.
- A leader who grooms and develops the next generation of leaders through coaching and professional development.
- An avid listener.
- A leader who can build and sustain strategic relationships.
- An exceptional fundraiser.

### Personal Characteristics:

- Authentic
- Transparent
- Humble
- Fun
- Relatable
- Accessible
- Passionate about developing girls as leaders
- Bold
- Optimistic
- Cheerful
- Loves the Outdoors
- Honest

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- Innovative
- Strategic
- Loyal
- Nimble
- Respected

## The Relationships

<b>Reports to:</b>	GSEMA Board of Directors
<b>Directs:</b>	<ul style="list-style-type: none"> <li>• Chief Operating Officer</li> <li>• Chief Financial Officer</li> <li>• Chief Advancement Officer</li> <li>• Chief Human Resources Officer</li> <li>• Chief of Staff</li> </ul>
<b>Stewards Relationship with:</b>	<ul style="list-style-type: none"> <li>• Girl Scouts</li> <li>• Donors</li> <li>• Girl Scouts USA</li> <li>• Top-Ten Girl Scout Councils</li> <li>• Volunteer Leaders</li> <li>• Girl Scout Delegates</li> </ul>

## The Organization

Families remain dedicated to the value of programming options available to troops and Girl Scouts. GSEMA has a demonstrated commitment to continued growth and effective outreach to achieve the organization’s DEI/RJ goals.



Girl Scouts of Eastern Massachusetts recognizes that in many Massachusetts communities, girls are underserved in the four key areas of the Girl Scout Leadership experience: STEM, outdoor exploration, entrepreneurship, and life skills. GSEMA offers a safe supportive environment to develop these important areas through activities that are Girl Scout-led, cooperative, and hands-on.

GSEMA believes an early introduction to STEM is crucial for the development of Girl Scouts to break down gender stereotypes perpetuated by the lack of gender diversity in STEM careers. GSEMA recruits and engages volunteers to identify women leading in STEM to inspire the next generation of thinkers and leaders.

Through GSEMA camp experiences, girls can participate in outdoor adventures, learn to sail or try rock climbing. Using the 6 camp sites owned and operated by GSEMA facilities will promote and encourage a continued bond with nature and exploration of the outdoors.

The Cookie Program and Fall Product Sale offer Girl Scouts an invaluable entrepreneurial lesson in presentation skills and the ability to improve confidence and establish interpersonal relationships. The financial resources garnered are used to offset the cost of uniforms and Girl Scout fees for families who need additional support.

Through age-appropriate volunteer-led, girl-centered activities, Girl Scouts earn badges and the highest Girl Scout Awards that are invaluable to support positive friendships, time management skills, creative thinking, and inspire leadership. Girl Scouts enjoy fun activities earning badges that teach Financial Literacy, promote personal wellness, and inspire girls to consider solutions to complex issues like Climate Change.



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## The Location

GSEMA is headquartered in Waltham, Massachusetts with a Museum and 6 camp sites throughout Eastern Massachusetts and New Hampshire.

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For potential consideration or to suggest a prospect, please email relevant materials to [GSEMA@BoardWalkConsulting.com](mailto:GSEMA@BoardWalkConsulting.com) or call **Cynthia J. 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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