



girl scouts 
nation's capital

LEADERSHIP PROFILE

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

Washington, DC

A Unique Opportunity

Girl Scouts Council Nation's Capital (GSCNC), the largest council within the GSUSA movement, is in a period of growth and expansion. Under the leadership of [Kim R. Ford](#), Chief Executive Officer, the council is building its Executive Leadership team and hiring the inaugural Chief Experience Officer (CXO).

GSCNC's CXO will be a visionary, strategic leader responsible for shaping and delivering exceptional experiences for all Girl Scouts, stakeholders, volunteers, partners, and the broader community. The CXO will drive program innovation, member engagement, and retention, ensuring all experiences are inspiring, enriching, and lasting.

The Organization

Girl Scouts Council Nation's Capital has a total membership of 76,000. The council serves a diverse and dynamic membership across twenty-five counties in Maryland, Virginia, West Virginia, and the entire District of Columbia. GSCNC is dedicated to empowering youth with the skills, knowledge, and confidence to become leaders in their communities and beyond.

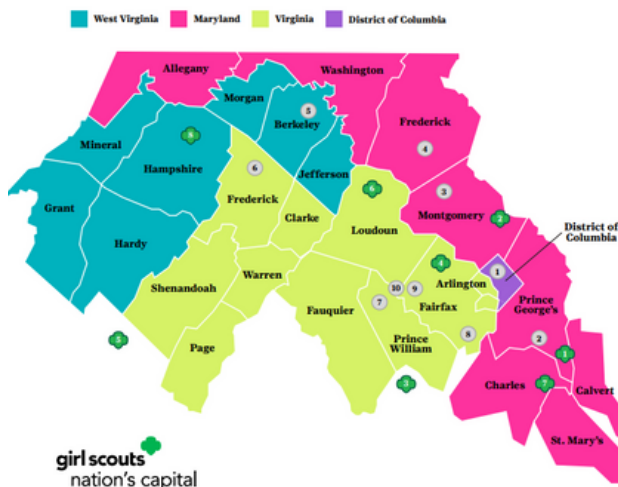
Juliette Gordon Low founded Girl Scouts in March 1912. Low, also known as "Daisy," imagined a world where all youth could come together and embrace their unique strengths and passions. A pioneer, Low encouraged Girl Scouts to engage in sports and explore the great outdoors through hiking and nature discovery. And just like Girl Scouts do across the country and around the globe today, Girl Scouts inspire youth to work together to improve their corner of the world.

GSCNC was formed in 1963 and included 5 area councils. Today, GSCNC, a premier council, encompasses 25 Associations across a large footprint.



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Annually, GSCNC serves 45,000 Girl Scouts with plans to grow. To effectively serve this high-capacity council, GSCNC engages more than 31,000 volunteers. GSCNC volunteers are the heartbeat of the organization. Volunteer roles range from Troop Leader and Camp Volunteer to Troop Cookie Manager, among others. GSCNC offers both virtual and in-person opportunities to serve.

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

“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 Scout Volunteer

Girl Scouts dream big, belong to a sisterhood, and explore the world through hands-on adventures. Whether they are watching a shooting star in the sky, creating their own art, or making new friends, as a Girl Scout, with the guidance and support of caring adult volunteers, they will grow with their Troop as they discover, imagine, and create together.

GSCNC has an annual budget of \$26 million, with net assets of \$57 million. GSCNC has 125 full-time employees and achieves its mission by engaging a dedicated team of 31,000 adult volunteers who mentor and guide Girl Scouts.

The organization ensures every Girl Scout can participate in Troop* and program activities by providing financial support for under-resourced communities to offset the cost of Camp Programs, STEM, life skills, entrepreneurship, and leadership training.

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GSCNC offers The Promise Fund, providing financial support from \$300K to over \$900K to ensure every Girl Scout can participate in programming without limitation. GSCNC's commitment to removing all barriers to engagement will grow as the need continues to increase.

At the heart of the GSCNC movement lies a purpose-driven structure that empowers Girl Scouts, engages volunteers, and fosters a sense of community. As a volunteer-led program, celebrating and honoring the tireless commitment of GSCNC adult volunteers is essential. GSCNC provides ongoing volunteer training, encouragement, and appreciation events. The council structure is the framework that brings together youth, caregivers, volunteers, and communities, ensuring that every Girl Scout can discover their potential, build lasting friendships, and make a positive impact on the world.

In 2026, GSCNC will host the GSUSA Annual Convention, welcoming 10,000 Girl Scouts and their families to the GSCNC footprint. The Girl Scout National Convention brings together Girl Scouts, volunteers, staff, alumnae, and supporters from the more than 111 Girl Scout councils across the country. The Convention helps set a strategic course for the Girl Scouts movement and empowers members to continue making an impact and uplifting the same values Juliette Gordon Low envisioned.

The Mandate

Charged with overseeing and improving the overall Girl Scouts experience, the GSCNC CXO will ensure that every interaction with members, stakeholders, and volunteers is positive, meaningful, and aligned with GSCNC's values. The organization continues to build a dynamic, future-forward Executive Leadership Team. The inaugural Chief Experience Officer (CXO) will be responsible for leading and aligning all youth and adult member-facing experiences, including membership growth and retention, program delivery, volunteer



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engagement, and a council-wide member experience strategy.

The CXO will have 4 direct reports representing a total of 86 team members. The CXO ensures a unified, innovative, and inclusive approach to delivering the Girl Scout Leadership Experience (GSLE) across diverse communities and platforms, including camp, Troops, outreach, digital, and community-based programs.

As the architect of our member experience, the CXO leads cross-functional teams spanning Girl Scout programs, outdoor experiences, volunteer engagement, and membership engagement. The CXO is responsible for setting a bold vision that enhances the relevance and accessibility of Girl Scouting, grows membership, fosters volunteer sustainability, and strengthens GSCNC's pipeline of future leaders.

This role requires a strategic thinker and collaborative leader who thrives on innovation, is energized by change, and deeply values diversity, equity, inclusion, accessibility, and belonging. The CXO will be a builder of systems, partnerships, and people, with a track record of translating vision into operational and cultural impact. The CXO's priorities are:

Strategy & Leadership

- Serve as a core member of the executive team, working closely with the CEO and peers to shape and implement organizational strategy.
- Develop and lead integrated strategies for mission delivery that align with council goals for membership growth, program excellence, volunteer sustainability, and member retention.
- Inspire, coach, and develop a high-performing, cross-functional team committed to collaboration, results, and a member-first mindset.
- Lead with a deep understanding of and commitment to equity, access, and cultural responsiveness across all member experiences.

Membership Growth & Retention

- Design and implement strategic plans to recruit and retain both youth and adult members, ensuring equitable access across all communities served.
- Utilize data, technology, and market analysis to identify high-potential recruitment areas and optimize member engagement strategies.
- Ensure membership strategies are community-driven, volunteer-supported, and continuously adapted to meet the evolving needs of youth and families.

Volunteer Experience & Engagement

- Strengthen the full volunteer lifecycle—from recruitment and onboarding to support, recognition, and retention.
- Collaborate with cross-functional partners to ensure volunteers have the tools, resources, and relationships they need to succeed.
- Champion a customer service culture that values and empowers volunteers as mission-critical partners.

Program Design, Delivery & Innovation

- Lead development and execution of council-wide program strategy—including camp, Troop, outreach, and signature events—that reflects GSUSA pillars: Outdoors, STEM, Entrepreneurship, and Life Skills.
- Promote innovation in program formats and delivery models to expand access, increase impact, and meet the changing interests and needs of youth and families.
- Ensure programs are outcomes-driven, culturally relevant, and evaluated for continuous improvement and equity.
- Oversee alignment of all experiences with the Girl Scout Leadership Experience (GSLE), integrating research-based practices and experiential education.



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Operational Excellence & Collaboration

- Partner with philanthropy to build and promote a fundable program portfolio, support cultivation of community partnerships, and funder relationships.
- Collaborate with marketing and communications, operations, and finance to improve engagement among all GSCNC members, volunteers, and stakeholders, ensure financial sustainability, and increase program visibility.
- Ensure mission delivery operations are efficient, risk-aware, and responsive to real-time member feedback.
- Champion the use of Salesforce and other technology platforms to streamline processes, improve performance, and surface data-driven insights.

The Candidate

The ideal CXO candidate is:

- **Mission-Aligned Leader:** Deep belief in and passion for the Girl Scout mission, with a track record of empowering youth, centering equity, and engaging community.
- **Strategic Visionary:** Ability to translate broad strategy into actionable plans that deliver measurable outcomes and long-term growth.
- **Collaborative Culture Builder:** Committed to fostering a culture of belonging, trust, and shared purpose across teams and constituents.
- **Operationally Excellent:** Proven ability to lead teams through change, design scalable systems, and manage large budgets with transparency and discipline.
- **Relationship-Oriented:** Skilled at building and maintaining partnerships across internal departments, and volunteers, families, donors, and community leaders.

- Results-Driven: Strong focus on metrics, accountability, and performance, with the ability to inspire others to meet ambitious goals.

Personal Characteristics

The CXO of GSCNC believes in the value of Girl Scouts and the ability of these experiences to provide affirming life skills that encourage youth to be excellent, never settling for average. Girl Scout programs inspire leadership. GSCNC is seeking a leader who is deeply committed to the ideals and mission of Girl Scouts. The CXO will create excitement, pride, and a lifelong celebration of the development of Girl Scout leadership qualities.

The CXO will demonstrate the following qualities:

- Strategic thinking: Develops long-term plans to grow membership and volunteer engagement while celebrating the council's success.
- Innovation: Deep thinker who is a creative problem solver, resourceful, and encourages new ideas.
- Flexibility: Embraces change, using “and” more than “or”.
- People-focused: Prioritizes the voices, needs, and satisfaction of everyone served by GSCNC. Uses empathy to foster positive relationships.
- Resilient: Able to recover from setbacks, brings adaptability to complex issues.
- Inclusive: Breaks down cliques and silos, champions belonging in all aspects of Girl Scout experience design and delivery.
- Effective Communicator: Listens intently, clearly conveys expectations, priorities, and results.



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The Relationships

CXO reports to:	Chief Executive Officer
Directs:	Directors of Membership, Programs, Volunteers and Experience Specialist, Stewards – Programs and Program Partners
Stewards:	Girl Scouts, Volunteer Leaders, Associations, and Stakeholders

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The Salary

The expected compensation for the CXO position starts at \$225,000.

The Location



GSCNC is headquartered in N.W. Washington, DC, at 4301 Connecticut Avenue (at Girl Scouts' Way), with Satellite Offices and camp properties located throughout the GSCNC footprint.

For potential consideration or to suggest a prospect, please email relevant materials to GSCNC@BoardWalkConsulting.com or call Diane Westmore or Michelle Hall at 404-BoardWalk (404-262-7392).