

Girl Scout Green

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Abstract:

Girl Scouts – Arizona Cactus-Pine Council is a mission driven organization that aims to help build the leaders of tomorrow. Girls in Girl Scouts-Arizona Cactus-pine are served through mission building programs that aim to build girls of courage confidence and character who make the world a better place (Girl Scouts, 2017). The intention of my sustainability engagement initiative was to ask staff to take part in a three-phased program that encouraged them to think differently. The initiative asked them to look at how, as an organization they can work to improve their sustainability habits. Tasking them to be just as impactful as the girl members that are served through Girl Scouting. However, as planning progressed towards implementation, plans were put on hold as the organization restructured due to a major culture shift outside the organization. Sustainability still remains a focus, and the engagement plan will be put into effect at a later time.

Outline:

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Introduction

Girl Scouts—Arizona Cactus-Pine Council (GSACPC) has always been an organization that is near and dear to my heart. As a girl, I was a Girl Scout growing up. It pushed me to expand my boundaries and explore the world around me. I was able to find a mentor in my troop leader, and lifelong friendships that I may not have found anywhere else. As an adult, I came back to the organization as an intern, just hoping to give a tiny amount back to a community that gave me so much. My short internship was more than just an internship, it turned into a career. GSACPC's mission, is to build girls of courage, confidence, and character who make the world a better place. I see this in action every day, whether it is working hard to reach our council stretch goal of 3,000,000 packages of cookies sold to working with a school to plant shade trees and start a school garden. It's a leadership program, more than just cookies and crafts, Girl Scouts is building leaders (Bemiss, 2013). Seeing the passion and dedication that our girl membership exhibits for the environment pushed me to look internally. I began to notice that while we were advocates for girls to make the world a better place we didn't always see ourselves in the same place. I noticed small things like not everyone has a recycle bin at their desks, or people would leave lights on in their offices when they were gone for extended periods. Or on a more personal level, fellow staff members not taking space to make sure they were well and healthy. These small things began to add up, and I began to question our system. We made the same promise as girls do when we become staff, to make the world a better place, so why weren't we also championing ourselves? I wanted to begin working with the staff and help them understand how they too can take action to improve the world around them, just like girls do every day! I planned to use the council's mission to engage staff, reminding them that we too need to live by this simple idea to help make the world a better place, just like our membership. This project was born from their passion for sustainability. The members work hard on improving their communities and pushed us to make our new camp environmentally friendly. Their energy and passion doesn't completely match where the organization is internally. In context of this project sustainability is defined as using only the resources you need and leaving enough for future generations. Right now, GSACPC does not practice this to the best of their ability; out sourced staff is typically not offered options to tele-conference in for meetings; departments over order on supplies; lights are left on in empty offices; and work-life balance is not always enforced. In the initiative I proposed, GSACP's staff would be the primary

beneficiary of its outcomes. The project's premise was to create a sustainability staff engagement initiative and complete an energy and resource audit on the council to find gaps and suggest improvements, to make GSACPC a greener organization. However, along the journey we hit a bump in the road, causing me to temporarily place the sustainability project on hold. Over the last seven months GSACPC has undergone several structure changes due to shifts outside the organization that caused us to reprioritize our strategies and goals. This paper will provide an overview of GSACPC, what the initial plan was, what changes occurred during the project, and how the project will be adapted in the future.

Who is Girl Scouts – Arizona Cactus Pine Council?

Girl Scouts-Arizona Cactus-Pine Council (GSACPC) is the premier destination in Arizona for building girls of confidence, courage, and character who gain opportunities to participate in state of the art entrepreneurship programs and other unique programs, and make the world a better place (GSUSA, 2017). GSACPC has served girls in Arizona for over 80 years and serves 20,000 girls and 10,000 adult volunteers through mission execution. The mission of GSACPC is, Girl Scouts builds girls of courage, confidence, and character who make the world a better place. The common view of Girl Scouts is that is just cookies, crafts, and camp, but a girl gains so much more through Girl Scouting. She gains access to leadership and growth opportunities that will help her form her leadership foundations early on. This is the system that is used to serve members. This is what the external face is. Internally the system is comprised of several different departments that oversee mission execution. Appendix 1 provides an overview of the organizational map. The organization is overseen by a board of directors who guides the main leadership team, referred to as Blue United. The leadership team is divided into two smaller leadership teams Blue Operations and Blue Innovation. This is done so each area that they oversee is easier to guide and given the opportunity to focus on their respective areas. The organizations overall purpose is mission execution, and then with each smaller leadership team responsible for executing individual goals that help execute the mission. The smaller goals relate to completing a Capital Campaign, retaining members, recruiting new girl and adult members, and executing successful Fall Product and Cookie Sales. Each team under Blue Operations and Blue Innovation are assigned a leadership advisor that is meant to guide them and work with them to reach their goals. A few teams within GSACPC also have a middle manager. This is to

better help teams that have complex goals or need more one-on-one assistance. The remaining teams are viewed as self-managing. To best understand the system that GSACPC functions there are very clear principles for success, strategic principles, actions and tools.

The mapping of GSACPC is best show through looking closely at key areas. GSACPC has very clear principles for success in place. Principles include executing the mission, building girls skills so they are ready to take on the world, maintain visibility and viability, and brand awareness, which is pushing others to see GSACPC as more than just cookies, camp, and crafts. The last principle is building awareness and presence in the South Mountain community. Strategic principles are retaining membership, grow membership, find innovative ways to increase membership while nationally participation in youth out of school time organizations is declining, and provide program opportunities for girl in four focus areas – Life Skills, STEM, Entrepreneurship, and Outdoor. The program opportunities also need to help build comfort for girls and adults in the outdoors, and allow girls to discover, connect, and take action to make the world a better place. There are several action points which create the system that GSACPC functions in. Girl Scout Research Institute provides report outs of upcoming trends and statistics facing girls. Engaging and innovative program opportunities. Community and civic engagement that helps build awareness. Creating more forums for volunteers to engage and interact with staff to improve council opportunities. Bring Girl Scouting opportunities in targeted communities that are run by staff, while building volunteer capacity at the school to eventually take over the troops. Provide Girl Scouting in non-traditional forms such as Girl Scouts Beyond Bars which provides Girl Scouting to girls with moms in jail or prison. Hold more opportunities to have girl teams that help plan and facilitate programs. All program and training opportunities offered by the council will include the Girl Scout Leadership Experience through use of earned recognitions, journeys, or Girl Scout awards curriculum. Programs offered by the council and all community partners will allow girls to participate in programs help girls build the following, “strong sense of self, positive values, challenge seeking, healthy relationships, and community problem solving” (GSUSA, 2016). Utilize our four camp properties that provide girls and adults experiential outdoor opportunities. Build more camp, program, and membership renewal opportunities into the Fall Product and Cookie Sale. The tools that GSACPC uses to support their system are Summer Camp, year-round program, family programs, adult and girl trainings, high awards (Bronze, Silver and Gold), social media engagement via Facebook, Pinterest, Instagram,

Twitter, and YouTube, corporate donations, scholarships, product sales, website, quarterly magazine publication, bi-monthly email updates, community partnerships and dedicated staff teams for each area of service. The system of GSACPC is overseen and executed through the teams outlined on the organizational map, Appendix 1.

Key Audiences and Roles

The first audience identified is the board and executive leadership teams. Instead of identifying them as separate audiences I have decided to identify them as one. They work in tandem to govern and make decisions for the organization. They will be instrumental in the success of the project because they will need to approve the project in order for it to begin. But also, because with their support and buy-in they will be able to encourage participation with the remaining staff. Once my project is complete, these teams can also help ensure the continuation of the project.

The second audience that was identified was the remaining staff. In my eyes, they are perhaps the most important audience. They are the biggest group of participants in the initiative, as they are the intended audience for engagement. Through participation in this initiative employees will be asked to look at their personal and work sustainability habits and learn small ways to build stronger practices. This audience is important because if they aren't engaged and actively participate the project may fail.

The third audience identified is the girl and adult volunteers that make up our membership base. Although, they will not be engaged directly in the project I still think they are a valuable audience. The project was inspired by their efforts that they make. Many of our girl members work hard to improve their communities, and through this project it can also show them that the council governing body also has taken an effort to improve their community. Through this project, the council can show its members that they too practice leadership from the inside out.

The fourth audience that can be impacted by successful implementation of a council-wide sustainability initiative would be other Girl Scout councils. The project I created for GSACPC can easily be formulated into a toolkit that other councils could replicate. Through spreading and

sharing the toolkit with other councils they will be able to showcase to their membership that they also have as much dedication to making the world a better place.

Empathy and Values of GSACPC

The purpose of my sustainability initiative was to help grow GSACPC into the next phase of their leadership journey. GSACPC is in a space that is open and eager to learn new skills to help grow their work and personal skills. We share a common goal of wanting to live by our mission. This creates an overlap and common goal for GSACPC and the initiative. The biggest gap that I can identify is where we are in our sustainability story. I have already begun mine, whereas GSACPC has not fully recognized they are ready to begin their journey. There are people amongst the staff that are ready and willing, but a few are not quite there yet. To help overcome gaps, I can use my journey to help connect with my audience. Using it to draw them into the project, and open to taking the journey with me.

GSACPC wants to continue serving our members in the most effective way. They want to learn and use the best tools to help reach our goals. They want to make positive change and improve our community. This is a shared value of my project. Through this project, I want to improve the staff, but also use it a stepping stone to make change in the community. The values of the project, are positive change, and professional and personal growth. The shared values of both, can help create a successful project.

Current Reality of GSACPC

For over 100 years Girl Scouts has been serving girls through their mission of, “building girls of courage, confidence, and character who make the world a better place” (GSUSA, 2016). Girl Scouts–Arizona Cactus-Pine Council (GSACPC) has been serving youth in the state of Arizona for over 80 years; our goals are to help girls thrive through innovative program; increase registration by 10,000 more girl members and 4,000 more adult volunteers; and to raise \$20,000,000 through our Capital Campaign. To help us achieve our goals our work has been divided into two systems, innovation and operations. It is also important to look at how social entrepreneurship inspires and improves the work done at GSACPC. To better understand how GSACPC and sustainability can work better together I will discuss each system separately, this

will help create the whole picture. When looking at sustainability priorities within GSACPC, I would place it as a Tier 1, for reference please see Appendix 2 for a system break down.

Innovation

When looking at innovation I will be examining our girl programs, social impact programs, marketing and communications (Marcom), volunteer and membership engagement, and the program side of our camp management. In our recent re-organization camp was split between innovation and operations – innovation referring to camp directors and seasonal camp staff and the programs offered on our camp properties, and operations referring to camp maintenance. Innovation has many moving parts that directly interact with our members, and is the larger segment of employees, roughly 50 employees not including seasonal summer staff.

Operations

As stated above operations includes the property side of our Camp Team, this includes the property managers and rangers. The other areas of operations, finance and facility maintenance seem to be low contributors. Our largest facilities are our camp properties, and their staff takes priority in not only maintaining the buildings but the habitat that the camps are settled in. Finance has also begun to find ways to reduce usage of resources, we have moved all of our systems to cloud based for example.

Social Entrepreneurship

Light defines social entrepreneurs as, “an individual, group, network, organization or alliance of organizations that seeks sustainable, large-scale change through pattern-breaking ideas in what governments, nonprofits, and businesses do to address significant social problems” (Light, p 30). When looking at Light’s definition of a social entrepreneur Juliette Gordon Low, is an ideal example. She implemented a ground-breaking idea at the time and started a movement that has empowered girls and women to this day. Her idea started as simply providing a space for girls to participate in activities that they wanted to, but maybe couldn’t due to social constraints. Low is a bit like Aeneas at the start of his journey, “he resolved to set forth and explore the strange coastline to see which way the wind had blown him” (Virgil, 10.372-378). Both started

out on quests uncertain of what to expect. Low's idea transformed into a movement that has built girls of courage, confidence and character.

The rise of a social entrepreneur and entrepreneurship has three distinct phases social opportunity, social opportunity, social equilibration, and social equilibrium.

Social Opportunity is when an entrepreneur notices that something is wrong or lacking in their community and seeks to find a way to fill the gap. Therefore, working to provide more opportunities and provide aid to those in their community that are lacking resources. If examining Girl Scouts, Low's creation of the first Girl Scout troop in 1912, whether she was aware or it or not, she discovered a social opportunity. Low realized her community was lacking an opportunity for girls, especially after seeing Boy Scouts while visiting Lord Baden Powell in England, to participate in sports and outdoor activities. She sought to create a similar opportunity for girls. Thus, the birth of the Girl Scout movement.

Social Equilibration is when an entrepreneur notices and acts on social opportunities. Another sign of social equilibration is when a community is improving for all members. An example of social equilibration would be in 1912 when Juliette Gordon Low, created Girl Scouts. We can take this one step further and look at how Girl Scouts has grown to scale. In order to serve more girls, the model needed to adapt and provide a way for girls throughout the United States to participate in Girl Scouting. Local councils were created to help spread Juliette Gordon Low's work. Girl Scouts was first introduced and chartered in Arizona over 80 years ago. The work that GSACPC is completing in Arizona is helping create social equilibration. The council has an in-depth community engagement strategy to ensure that girls throughout Arizona are able to participate in Girl Scouting, and she themselves in Girl Scouts. GSACPC not only provides opportunities for girls in a traditional Girl Scout troop, but also through participating as an individual member, or in a supported troop. Individual Members (IGM) are girls who participate in Girl Scouting at their own pace. A girl may be an IGM for a variety of reasons, no troop in her area, no troops with open spaces, or doesn't want to be in a troop. GSACPC's supported troops are troops that have council staff members supporting them and serve girls with mothers who are incarcerated or at community centers, schools, or detention centers. By offering Girl Scouts in a variety of ways GSACPC is acting on social opportunities in the community. Girl Scouts provides girls with the chance to discover, connect, and take action in a safe a supportive

environment. Something that is not necessarily present in a traditional school setting. GSACPC provides these opportunities by offering annual a number of programs, camp programs, and through the annual product sale. Through participating in these programs girls are learning valuable leadership skills that prepare them for challenges they may face later in life. Despite the differences in approaches GSACPC is doing work that is similar to the work that Yunus is achieving. Girl Scouts and GSACPC are about social benefit as opposed to profit-maximization (Yunus, p. 28).

Social Equilibrium refers to the current state or conditions within a community. It also can take into account the disequilibrium or injustices that exist within that community. Through providing Girl Scouting opportunities in the above-mentioned manners GSACPC is moving towards social equilibrium. Girl Scouts is a movement that is for all girls. Through providing a variety of engagement opportunities in Arizona GSACPC is helping to create social equilibrium. Girl Scouting is not as visible in these communities, and there can be a lack of awareness or misunderstanding of what Girl Scouts can provide. Through these strategic efforts GSACPC is acting on injustices and working to create better opportunities for girls in those communities. GSACPC is also meeting another important need of the community. It is a leadership destination for girls and women. It is one of the few remaining girl-centric youths serving organizations. Many similar girl organizations have had to shutter their windows due to declining membership. This puts GSACPC and Girl Scouts in general in the unique space of being able to provide education for girls and women and be an organization that is addressing the needs of girls and women. An underserved population in many communities.

Current Reality Causes Change

As I set out to take GSACPC on a journey towards sustainability I met with the senior associate of my department, the program team, to get his approval to begin working with staff to create a more sustainable work place. As I began to create my project timeline and tools that would be used to survey the staff, our CEO shared with staff that in near future Boy Scouts of America (BSA) would soon begin to accept girls into their Cub Scouts program and continue to allow them to progress. This announcement came in the fall of 2017 and will begin taking place over the next two years, with 1st – 5th grade girls being able to join Cub Scouts in 2018 and allow older girls as early as 2019 (Haynes, 2017). The news of BSAs new membership

strategy caused quite a buzz amongst staff and leadership. It was quite unexpected for years both organizations had existed separately providing quality program for youth in single-gendered environments. With this announcement GSACPC also had to take a step back to assess how our system functioned. Would we need increase our strategies around program offerings?

Recruitment? Marketing? The first action step that was taken was to reformulate how the staff teams were organized moving from layout shown in Appendix 1, which has two larger leadership teams that oversaw large areas of the organization to a more area focused structure. Currently, there is still one larger executive leadership team and a board of directors that oversees the organization, but there are also three smaller leadership teams that oversee focused areas. The three are the Strategic Integration Team (SIT) that works with the Membership Service Teams, Community Engagement, Customer Care, and Social Impact, with the focus of understand and holding how targeted areas fit into our strategy and goals. Fund Development, Program, Innovation, and Leadership (FLIP) which contains the development, programs, and leadership team with focus of determining how development, innovation and program can work together to serve our membership with unique and amazing opportunities. The final team to come from the reformat was Operations Team which includes Property Teams, Finance and Business Services, and Risk Management with the focus of maintaining our operational system. This new structure differs from previous ones as the three teams not only include members of executive leadership, but less senior staff members were invited to sit on the teams as well. With the intention of bring all perspectives to the table. The overarching goal of the restructure was to help us prepare for the new unknown territory we would be treading into. With BSA's announcement Girl Scout councils nationwide were left wondering what exactly to expect, would things be the same? Would our membership decline? Would we be pushed to merge with BSA? There are still many unknowns that face GSACPC in this new reality, but the new staff structure has been created to help address some of these concerns.

Original Engagement Plan

Originally, I set out to bring more sustainable practices into GSACPC's system through creating a staff sustainability initiative. The goal of the initiative was to assess what staff members that sustainability was, and how they were or weren't practicing sustainability. The project was then framed around working with the staff to begin improving their personal and

professional practices. I was going plan the work out in three phases. The first was staff sustainability survey, staff engagement plans and an energy audit, and the final phase sharing my recommendations for improvement and making the work done at GSACPC available to other Girl Scout Councils to use.

Phase 1

Phase 1 of the sustainability initiative I planned was a staff survey. The survey was planned to determine where GSACPC was as a whole in regards to sustainability. I wanted to look at sustainability not only from the perspective of environmental impact and using enough to get by while conserving for the future, but also from personal wholeness level. Are you maintaining yourself enough, providing yourself with what you need to survive. Because for use to serve our membership to the best of our ability we also need to be healthy and whole. The staff was going to take part in survey that was a mixture of open-ended questions and multiple choice. As mentioned those would create a baseline to see what staff was feeling, thinking, and doing. The survey would ask them to first explain what they thought sustainability was. This provided a baseline for what the staff thought sustainability was, and then dive into gauging the levels of priority it held for them, what if anything they already may be doing, and if there was more they would like to learn and if so what. The survey results are key to planning Phase 2 of the project.

Phase 2

This employee engagement initiative has a simple goal of changing how staff views and practices sustainability at the office and in their personal lives. Using survey results the engagement program will look at providing education, resources, and tips for staff to begin using to improve their learnings. The activities will include a variety of tools to provide the learning. There will be emails with tips and videos to use to promote personal wellness. Lunch and learns that can provide more hands-on group experiences, and presentations at All Staff Leadership Experiences from outside stakeholders. After going through a series of large group engagement experiences each of the teams within GSACPC will be asked to look at their smaller team structure, and challenged to survey their team practices, find ways to improve practices and implement them. Each team will share the results with all of the staff. The overarching goal of the initiative is to encourage GSACPC's staff to look differently at their idea of what sustainability is and think of it from a narrower angle. To make change you don't always have to

look at the largest perspective. Where everyone can have an impact is through small actions. Emphasizing that everyone can have an impact no matter the scale. A little can go a long way. The other part of Phase 2 is working with Operations to perform an environmental audit of GSACPC operational system. There are potentially more gaps in the system that aren't noticeable at first glance. As a whole system GSACPC can not only make the world a better place through individuals but as a business. This phase will close with a final staff survey to see what they learned.

Phase 3

Once all of the pieces of Phase 2 have been completed Phase 3 moves into providing recommendations and outward mobility. Staff feedback will be compiled and evaluated to build out the continuation of the engagement program with the intention of recruiting more internal stakeholders to help hold the space. Using the results from the audit I can look at the whole system, identify the gaps, and create recommendations. After recommendations to improve the system are combined with the plan for continuing the engagement initiative I can present the learnings and key findings to executive leadership. Advocating for these recommended processes to be included into our structure and creating a space for including sustainability into new staff onboarding. By orienting staff upon hiring the new system can continue to thrive and serve GSACPC. The staff and structure can begin to look like the membership, a system just as focused on being full of character, confident, and courageous while making the world a better place. It is important that all parts of the structure have the same focus improving the world around them. During Phase 3 the learnings and plans will be formulated into a toolkit that can be shared with other Girl Scout councils. As GSACPC creates the roadmap of our learnings they can be shared far and wide with sister councils to help them also model their membership. If councils nationwide take on the task of improving their sustainability efforts girl members will be able to see that we are just like them. Girl Scouts was founded on the ideals of stewarding the environment, and there are simple actions that can be take to help improve our structures.

Adaptation

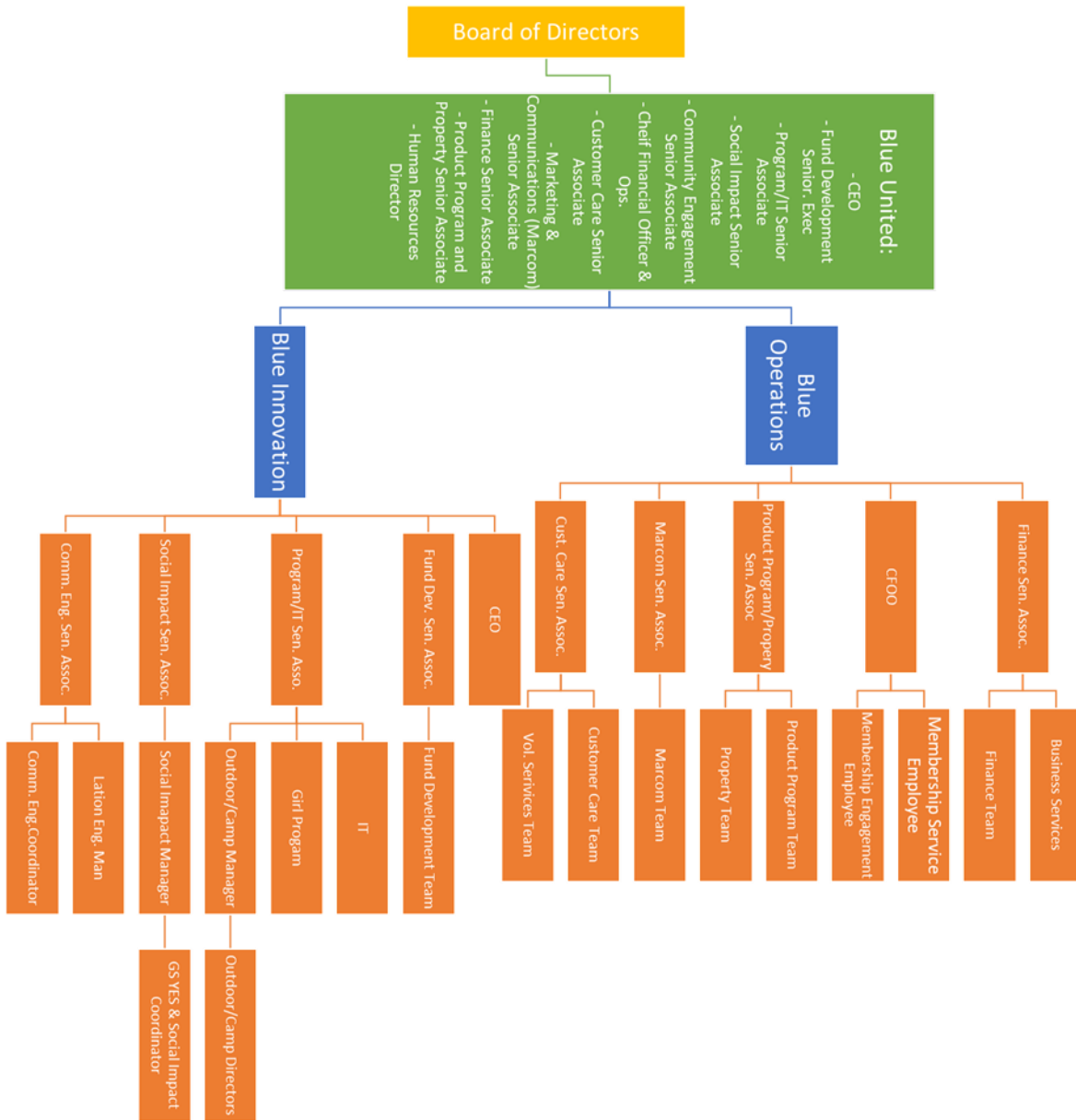
While GSACPC may have temporarily hit a road block the above discussed work can still fit into our system. The project plan I created has room to help improve our structure and can show our membership that our values are the same. Which can be an important tool in creating retention among current members or a tool that can be used to recruit new members – use our love and dedication for sustainability to show potential members we are the place for them to learn about sustaining themselves and the environment. As GSACPC, begins to grow accustomed to our new structure I will begin to work with small pockets of the organization that have been identified as groups that are ready to begin this work. The groups that have been identified at the teams that are under the FLIP team. This group has a priority of incorporating innovation into our work, and teams under FLIP already do work with girls that fall under the focus areas of the project plan – personal and environmental well-being. As these teams work in the model outlined I will be able to test pieces out before working with the large group. My project plan will model the goal of the initiative small change can make a big impact. Once leadership feels that we are ready to move forward with the staff sustainability initiative, GSACPC will use personal and professional sustainability to make the world a better place.

Closing

Through successful implementation the employee engagement initiative GSACPC could begin moving from Tier 1 to Tier 2. While this project only begins to address concerns at a singular council level, and not the whole of the movement it can help start a dialogue around other concerns. After GSACPC begins to implement the outlined models and moves to scale with other councils can larger change begin to happen. If the national organization sees that individual councils are beginning to implement strategic changes around sustainability, they may be interested to discussing and exploring how other processes are managed like the cookie sale and the resources that going into supporting such a large-scale program. We offer a wide breadth of programs to empower girls to make the world a better place, and now it is time for GSACPC to implement tools and strategies to do the same. One of our primary leadership models is leadership from the inside out, we could benefit from using this concept for implementing better practices around sustainability. Showing our membership and potential membership that we are just as dedicated to the mission as they are and show why GSACPC is a premier destination for girls. As we begin to understand how reality shifts impact our work we can begin to look at how

to improve our system. Our internal models can match our external model, building girls of courage, confidence, and character who make the world a better place. Sustainability is an important part of our future, we can use our renewed focus on it to help us return to our roots and become a truly green organization. Not just Girl Scout green. Through formulating this plan and experiencing the ups and downs that came along I was able to learn that success is only what you want it to be. That there can be success in “failure.” While I was unable to completely implement the project I formulated, I was able to create a system that can be implemented into the structure at a later time. I was also able to form a better understanding of the system at GSACPC and find individuals who can become stakeholders when the timing is right. GSACPC will take steps to becoming even more green.

Appendix 1:



Appendix 2:

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| System |
| <ul style="list-style-type: none"> • Girl Scouts-Arizona Cactus-Pine Council is the premier destination in Arizona for building girls of confidence, courage, and character who gain opportunities to participate in state of the art entrepreneurship programs and other unique programs, and make the world a better place. (GSUSA, 2016) |
| Principles for Success |
| <ul style="list-style-type: none"> • Execution of mission • Build girls skills so they are ready to enter the world and work force • Maintain visibility and viability • Build brand awareness - more than cookies, camp, and crafts |
| Strategic Principles |
| <ul style="list-style-type: none"> • Retain current girl and adult membership • Grow girl and adult membership by 10,000 and 4,000 respectively. • Find innovative ways to increase membership will combating the national decline in participation in youth out of school time organizations. • Engage girls in the 4 program pillars - Life Skills, STEM, Outdoor, and Entrepreneurship. • Ensure all program opportunities are girl led, and allow girls to discover the world around them, make connection to their communities, and take action. • Engage parents and build awareness. • Build capacity for a stronger and more versatile volunteer base. • Build adults comfort around being in the outdoors, to help get more girls outdoors. • Engage more girls in product sales. |
| Actions |
| <ul style="list-style-type: none"> • Girl Scout Research Institute provides report outs of upcoming trends and statistics facing girls. • Engaging and innovative program opportunities • Community and civic engagement that helps build awareness • Creating more forums for volunteers to engage and interact with staff to improve council opportunities. • Bring Girl Scouting opportunities in targeted communities that are run by staff, while building volunteer capacity at the school to eventually take over the troops. • Provide Girl Scouting in non-traditional forms such as Girl Scouts Beyond Bars which provides Girl Scouting to girls with moms in jail or prison. • Hold more opportunities to have girl teams that help plan and facilitate programs. • All program and training opportunities offered by the council will include the Girl Scout Leadership Experience through use of earned recognitions, journeys, or Girl Scout awards curriculum. • Programs offered by the council and all community partners will allow girls to participate in programs help girls build the following, "strong sense of self, positive values, challenge seeking, healthy relationships, and community problem solving" (GSUSA, 2016). • Utilize our four camp properties that provide girls and adults experiential outdoor opportunities. • Build more camp, program, and membership renewal opportunities into the Fall Product and Cookie Sale. |
| Tools |
| <ul style="list-style-type: none"> • Summer Camp; year-round program, family programs; adult and girl trainings; high awards (Bronze, Silver and Gold); social media engagement via Facebook, Pinterest, Instagram, Twitter, and YouTube; corporate donations; scholarships; product sales (cookie and fall products); website; quarterly magazine publication; bi-monthly email updates; community partnerships; membership incentives; product sales incentives; dedicated staff teams for each area of service (program, customer care, and volunteer services) |
| Stakeholders |
| <ul style="list-style-type: none"> • Internal: Board of Directors; Executive Leadership; all other members • External: Adult volunteers, Girl Membership, and parents - current memberships' parents and any interested girl's parents • Internal stakeholders that can help me with leadership and storytelling would be my direct supervisor that has a background in sustainability, and is also a member of the executive leadership team. I also feel another key internal stakeholder that would help with this process are members of our marketing and communication team. They can help make sure my language is in alignment with our internal language. • External stakeholders that are key are the girl members. They can help me build stories that help show our leadership and board how committed they are. Their voice can be key in helping build leverage. |
| Relevant Issues |
| <ul style="list-style-type: none"> • Our declining membership nationwide, and within many other youth serving organizations. • Working to ensure that our remodel our South Mountain Camp meets all the needs of our membership. • How to best meet the needs of our membership under budget restraints. • Ensuring the success of our current goals, and the yearly cookie sale. • Finding ways to reduce costs and still maintaining our high level of performance. |
| Stories to be told |
| <ul style="list-style-type: none"> • The girls stories, these stories are always key in helping make movement within the organization. • To help ensure the success of my capston it also is relevant to relay stories of other organizations that have had success on incorporating sustainability practices. • The third story that should be told to help build leverage I think is my story. This story can help show my commitment, and how it got the point I am currently in my sustainability journey. |

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