

THE ARCHITECTURE OF INCLUSION



“To put yourself in another’s place requires real imagination, but by doing so each Girl Scout will be able to live among others happily.”

—Girl Scout founder Juliette Gordon Low



Chair, National Board of Directors

Patricia Diaz Dennis

Chief Executive Officer

Kathy Cloninger

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

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SOARING to NEW HEIGHTS



The Girl Scout Promise

On my honor, I will try:

To serve God* and my country,
To help people at all times,
And to live by the Girl Scout Law.

The Girl Scout Law

I will do my best to be

honest and fair,
friendly and helpful,
considerate and caring,
courageous and strong, and
responsible for what I say and do,

and to

respect myself and others,
respect authority,
use resources wisely,
make the world a better place, and
be a sister to every Girl Scout.

Diversity has been a core value of Girl Scouts since Juliette Gordon Low gathered together the first troop of 18 girls in Savannah, Georgia, on March 12, 1912. When our founder declared that she had “something for the girls of Savannah, and all America, and all the world,” she was expressing a vision of Girl Scouting as one day being available to all girls. Well in advance of the landmark civil rights legislation of the mid-twentieth century, this vision of an inclusive organization began to become a reality as Girl Scouts reached out to African Americans, Latinas, Asian Americans, and American Indians, as well as to girls with disabilities and other underrepresented populations.

The commitment to diversity that Juliette Gordon Low established runs throughout Girl Scouting to this day. Our mission to build “girls of courage, confidence, and character, who make the world a better place,” extends not only to girls but also to our wonderful volunteers and employees nationwide who embrace the Girl Scout Promise and Law.

Diversity is a critical component of our volunteer, employee, and governance systems. A personal commitment by GSUSA’s national leaders to this core value is reflected in the daily life of the organization—from the orientation of new staff members to the selection of vendors and suppliers to corporate partnerships.

To reach girls from different backgrounds, we seek volunteers and employees who reflect all segments of this nation’s population. We have programs to recruit and retain volunteers from across our nation who have the ability and passion to positively affect the lives of girls in diverse communities. Similarly, we need access to the best employee talent that the nation has to offer. Accordingly, we seek diversity at all levels of our employee population, especially in its leadership. Girl Scouts’ passion for diversity and the efforts made by thousands of volunteers and employees to bring the benefits of our programs to all girls is one of the reasons I joined Girl Scouts of the USA. I am excited to have the opportunity to work with our volunteers, our National Board of Directors, and our employee teams across the country to do everything possible to make Girl Scouts an organization that every girl has access to.

As we move deeper into the complex and rapidly changing world of the twenty-first century, our nation needs all girls to reach their full potential. I am proud of what Girl Scouting has done so far, but we need to continue to raise the bar and increase our efforts to ensure that every girl has access to the numerous benefits of Girl Scouting. Please join us in supporting this dream and making it a reality.

A handwritten signature in black ink that reads "Kathy Cloninger". The signature is fluid and cursive, with a long horizontal flourish at the end.

Kathy Cloninger
CEO, Girl Scouts of the USA

*“Girl Scouts of the USA makes no attempt to define or interpret the word *God* in the Girl Scout Promise. It looks to individual members to establish for themselves the nature of their spiritual beliefs. When making the Girl Scout Promise, individuals may make wording appropriate to their own spiritual beliefs for the word *God*.” From Girl Scouts of the USA’s *Blue Book of Basic Documents*, p. 22.

THE ARCHITECTURE OF INCLUSION

DEDICATION TO DIVERSITY

By consistently measuring diversity efforts at all levels and actively working to recruit and retain people from all segments of the population, Girl Scouts continues to secure a diverse pool of candidates who possess the talent and skills needed to achieve our mission and serve as a pipeline for future leaders.

The impact Girl Scouting has on the lives of girls in this country is positively reinforced by the influx of employees whose individually diverse characteristics add strength and durability to our organization.

It is our belief that a multicultural workforce, supported by an inclusive environment, drives us toward the successful fulfillment of our mission. Diversity is critical to our success because our broad-based initiatives cut across all racial, ethnic, ability, religious, socioeconomic, and geographic lines.



Delphia Duckens
Senior Vice President,
Fund Development

“It’s a consciousness of respect and an understanding of differences and similarities among people, and a consciousness of how to work with diverse people. The Promise and Law take us a long way toward that; they allow us to find common ground with all people of the world.”

—Michael Conn
Director,
Girl Scout Research Institute

“We are talking about developing the future leaders of the world, and as the world continues to become increasingly diverse, a person will not have the ability to be a leader without being sensitive to this.”

—Stefanie Glick
Middle School/High School Program Consultant,
Mission to Market

THE ARCHITECTURE OF INCLUSION

THE ORIGINAL 1912 FOUNDATION

In 1912, a single-sex organization for girls was in itself a radical idea. Juliette Gordon Low's commitment to a membership inclusive of girls from all levels of society and with diverse heritages made the fledgling Girl Scout organization even more striking, as did its ambitious reach beyond the United States with the translation, in the 1930s, of the *Girl Scout Handbook* into other languages.

At the height of segregation in the South, Girl Scouts was frequently an active advocate for change with the integration of Girl Scout troops, council staff, and boards of directors. In fact, the March 1952 issue of *Ebony* magazine reported that "Girl Scouts in the South are making steady progress toward breaking down racial taboos."

As early as the 1960s, Girl Scouts of the USA recognized and welcomed the growing Latina population with a Spanish-language edition of the *Senior Girl Scout Handbook*. Today, many Girl Scout resources are available in Spanish, and a major initiative is underway that focuses on introducing families in communities with no history of participating in Girl Scouting to the vast benefits available to their daughters.

Our continuing mission is to build tomorrow's leaders, one girl at a time, and that can only be accomplished by the participation of people of all races, ethnicities, religions, and abilities, as well as people from all socioeconomic levels and geographic areas. With each passing year, Girl Scouts of the USA finds more innovative ways to build upon the foundation laid in 1912, so that every girl may find a role model within the organization.



Kimberlee Salmond
Research and Evaluation Analyst,
Girl Scout Research Institute

"Being open-minded is the first step in promoting a diverse and inclusive atmosphere; taking action is the second. You can't have one without the other."

—Rosemary Ortiz
Project Coordinator,
Program Initiatives

"If you want a high-caliber workforce that will help deliver an organization's mission, diversity is a vital ingredient."

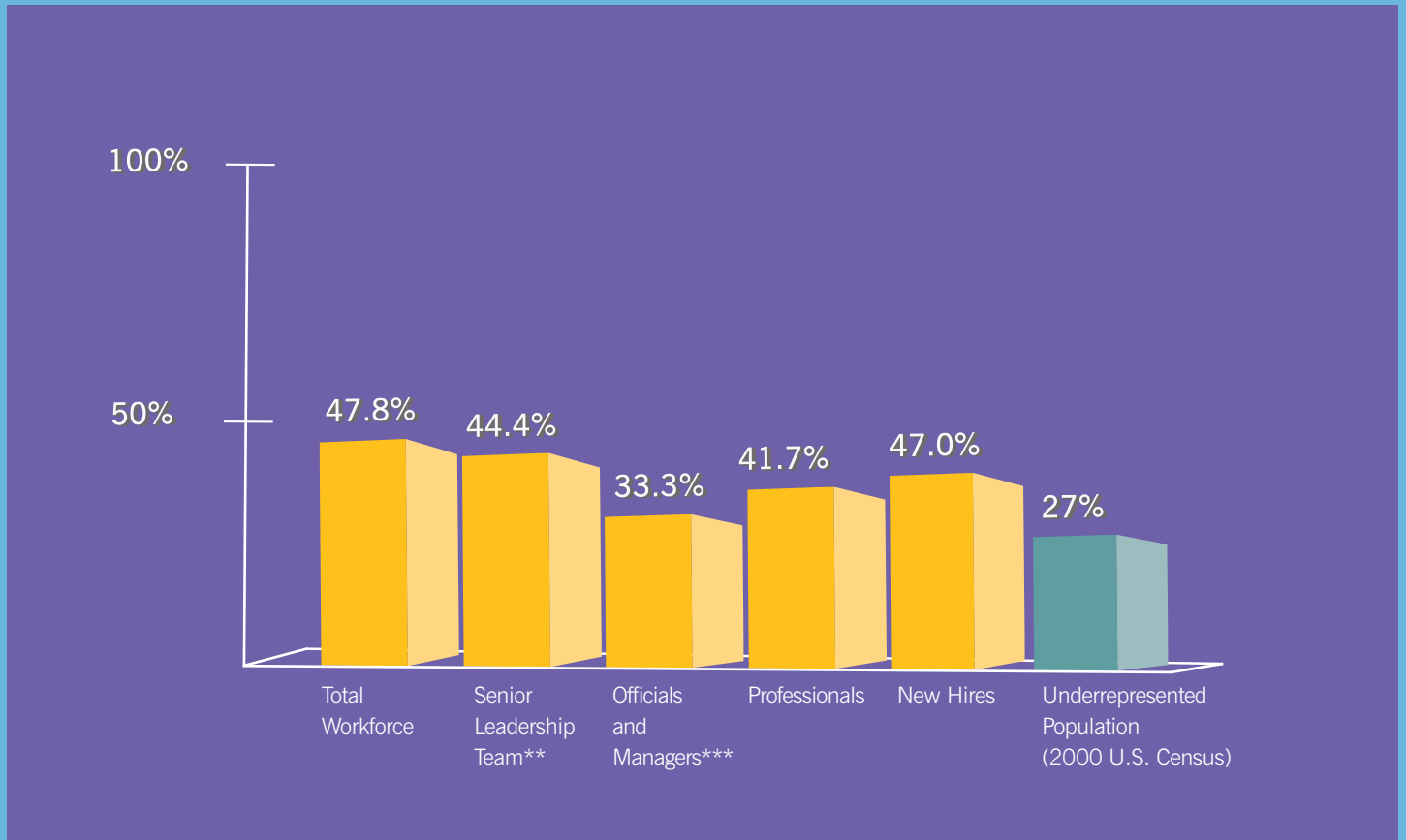
—Michael Watson
Senior Vice President,
Human Resources

THE ARCHITECTURE OF INCLUSION

BUILDING

GSUSA NATIONAL STAFF

Employees from underrepresented groups
(African American, American Indian/Alaskan Native, Asian/Pacific Islander or Hispanic)*



*The data for the graphs on this and the following page are as of October 1, 2006.

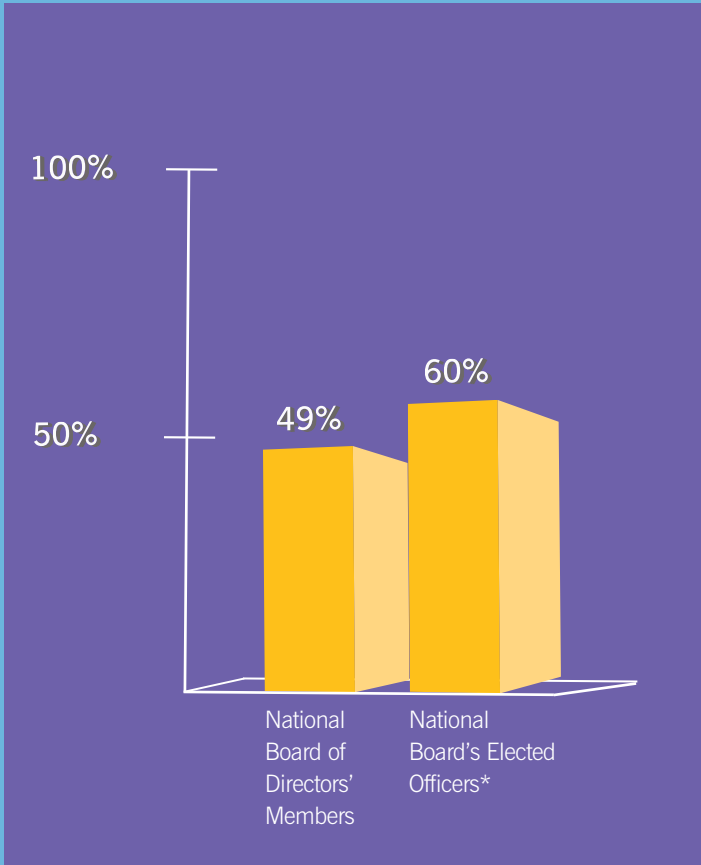
**The Senior Leadership Team consists of the CEO and her eight direct reports: Chief of Staff, Executive Vice President, and six Senior Vice Presidents.

***Officials/Managers and Professionals are the top two employee classifications, according to the Equal Employment Opportunity Commission.

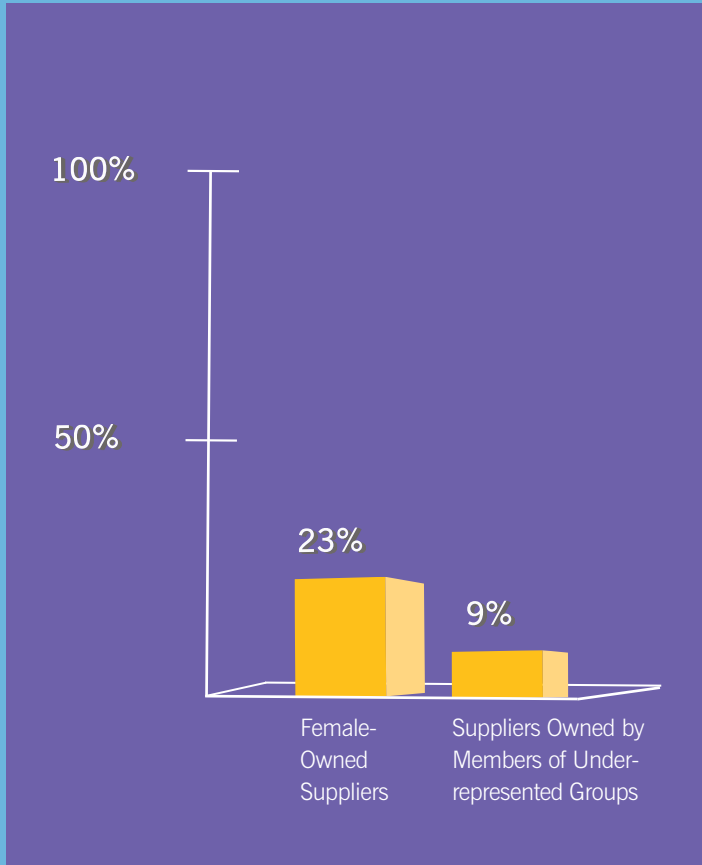
THE ARCHITECTURE OF INCLUSION BLOCKS

GSUSA NATIONAL BOARD OF DIRECTORS

Board members from underrepresented groups



GSUSA SUPPLIER DIVERSITY



*The elected officers of the National Board include the Board Chair, two Vice Presidents, a Secretary, and a Treasurer.

THE ARCHITECTURE OF INCLUSION

FRAMEWORK



Establishing and maintaining diversity within any organization require a high level of commitment, due diligence, constant innovation, and continuous assessment of methods to find the best practices. True diversity is something to aspire to; it cannot be a passive concept exclusive to the Human Resources Department. At Girl Scouts, responsibility for diversity can be found at every level of the organization.

As an example, in 2006, Korn Ferry International was selected from several firms to conduct the search for an Executive Vice President who would head a division responsible for program development and providing services and support to Girl Scout councils across the country. In her meeting with the search firm, Kathy Cloninger, CEO, emphasized the importance of a diverse applicant pool that would include the best talent the nation has to offer. The position was advertised in numerous publications, including those that are read by and specifically target people of color. Similarly, the search consultant was asked to contact individuals from a myriad of backgrounds to assist in identifying the best candidates for the position. The extensive outreach yielded a highly diverse slate of candidates from several racial and ethnic groups who possessed experience working in major corporations, nonprofits, and the health care and government arenas.

Rori Lindo-Britton
Manager, Major Gifts, Partnerships, and Alliances,
Fund Development

Norma Barquet, a Latina, was selected to fill the position. Norma has brought a wealth of experience from her senior leadership role in the Detroit school system and will help ensure the creation of a new Girl Scout Leadership Development Program that will meet the needs of an increasingly diverse girl population across the country.

Girl Scouts of the USA utilizes many different recruitment techniques to identify a diverse selection of candidates. We maintain relationships with professional organizations whose majority membership includes people from diverse communities; attend job fairs and post positions on narrowly targeted websites and in specialized newspapers; and require that search firms provide diverse slates of candidates for every opening. These processes, coupled with our diverse leadership and management, have contributed to GSUSA's current level of diversity.

“Diversity is the one true thing we all have in common; it’s important to celebrate it every day.”

—Rodney Roman
Computer Support Analyst,
Business Services

“When I think of diversity, the words unity, global, and convergence immediately come to my mind.”

—Philip Bae
Web Developer,
Interactive Communications

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CORNERSTONE

The composition of our National Board of Directors is a reflection of Girl Scouts' commitment to diversity. The board has 49 members, is chaired by Patricia Diaz Dennis, a Latina, and includes 24 members from typically underrepresented racial and ethnic populations. The board's committees and task groups, as well as the National Nominating Committee, are also highly diverse with respect to race, ethnicity, geography, and professional backgrounds.

The rich diversity of GSUSA's National Board ensures that a broad range of perspectives will be brought to all of its strategic planning discussions, including resource allocation and overseeing the successful implementation of our core business strategy.

The *Annual Report on Organizational Diversity* is another example of the value Girl Scouts places on diversity. The National Board's annual review of diversity data provides clear measurements of progress and highlights areas that need further improvement.

"Juliette Gordon Low went out and recruited people to the organization whose differences would add to the whole. In the 1930s, we were already putting together brochures in other languages! It's clear that, from these early years, we were already walking the walk of organizational inclusion."

—Fran Harold
Director,
Juliette Gordon Low Birthplace

"Diversity means representation of different individuals, but that does not mean that all are included or thought of or treated equally. Inclusion is taking diversity a step further by incorporating, valuing, understanding, and utilizing those individual differences. Diversity is the key word. Inclusion is the action!"

—Kate Gottlieb
Disabilities Consultant,
Mission to Market



Michael Conn
Director,
Girl Scout Research Institute

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MONUMENTAL WORK

“A successful journey involves developing a richly diverse organization to reflect the diversity of the community, so that we may respond “yes” to the critical question: “When they look at us, can they find themselves?””

“In my experience, Girl Scouts is more successful [than many other organizations] at demonstrating and promoting its openness to diversity. There is integrity not only between what we believe, but also what we say and do. Our commitment to diversity is palpable, it’s visible, and it nourishes the very roots of this organization.”

“The diversity of both thought and people in the Girl Scout organization makes the decision-making process so much richer.”

“I believe that there is diversity within diversity. As an African American, there’s huge diversity within my own race. Girl Scouts understands this distinction, treats each person as an individual, and celebrates both our similarities and our differences.”



Frances Hesselbein
National Executive Director,*
1976-1990



Connie Matsui
National President,
1999-2002



Mary Rose Main
National Executive Director,
1990-1997



Cynthia Thompson
Chair, National Board of Directors,
2002-2005

*In 2002, the title “Chief Executive Officer” replaced “National Executive Director.” The National President of Girl Scouts of the USA was given the working title “Chair of the National Board of Directors.”

THE ARCHITECTURE OF INCLUSION

BREAKING NEW GROUND



I am privileged to be the first Latina Chair of the National Board of Directors for Girl Scouts of the USA and honored to introduce the amazing benefits our Leadership Development Program gives girls from diverse communities. As American society experiences a widespread population shift, it is a critical time to reestablish Girl Scouting as indispensable to the success of each girl who participates.

Girl Scouts' diversity philosophy reflects my belief that there is always room at the table for anyone who should be there, and if there are not enough chairs, we will get more. At National Board discussions on Girl Scouts' future direction, we make sure all voices are heard and all viewpoints considered before reaching a decision. The individuals on the National Board bring a plethora of experiences and backgrounds to the table, and I am grateful for this diversity because our decisions are better for it.

We work very hard to uphold our core value of inclusiveness. While we know Girl Scouts of the USA is ahead of many organizations and companies worldwide, we also recognize that we, like every organization, always have more work to do.

Do we need to improve our diversity efforts? Yes.

Are there steps we can take to become a more inclusive organization? Of course.

Are we willing to do more on both fronts? You bet.

By keeping diversity and inclusiveness as top priorities in every single decision we make, we will continue to further our mission to build girls of courage, confidence, and character so they can become leaders. I hope you will join us.

Patricia Diaz Dennis

Patricia Diaz Dennis
Chair, National Board of Directors,
Girl Scouts of the USA



“You have to really believe that diversity adds knowledge, intellect, passion, and perspective. You cannot have a healthy organization in today’s climate without having people who come from different racial, religious, educational, and geographic backgrounds.”

—Kathy Cloninger, CEO, Girl Scouts of the USA