



**Chief Executive Officer  
Girl Scouts of Western Washington  
Seattle, Washington**

**Position Profile**

The Girl Scouts of Western Washington (GSWW) is seeking a dynamic and resourceful leader, with a demonstrated passion for, and commitment to, its mission, to serve as the successor to their retiring Chief Executive Officer. Girl Scouts of Western Washington enjoys an outstanding reputation within the national Girl Scout movement and throughout the Western Washington region. The new CEO will have the opportunity to lead this outstanding, well-respected organization in growing and expanding to meet the needs of girls and volunteers in the communities it serves.

**The Organization**

**Overview**

Girl Scouts of Western Washington was created by the 2007 merger of the Totem and Pacific Peaks Councils. The combined Council has a 100-year-strong history of tradition, mission and values. It is one of 112 councils nation-wide dedicated to building a diverse and connected community of girls and adults committed to lifelong stewardship and sustainability. Girl Scouts is the premier leadership development program dedicated to girls.

The Council's jurisdiction spans Western Washington, including 17 of the 19 counties from the Pacific Ocean to the Cascade mountain range and from the Canadian border to two counties on the Oregon-Washington border (Clark and Skamania) which are part of the Oregon and Southwest Washington Council, headquartered in Portland, Oregon. GSWW encompasses six of the most populous cities in Washington, all on the I-5 corridor, including Seattle, Bellevue, Tacoma, and Everett.

GSWW proudly serves over 26,000 girls, supported by over 12,000 dedicated adult volunteers. The Council's current operating budget is \$12.2 million, and a current capital budget of \$341,800. The Council has a healthy reserve. Its facilities include 7 offices, 6 operating camps, and multiple Girl Scout House program centers, with a total asset value of over \$26 million. GSWW is staffed by 140 skilled full- and part-time employees, plus seasonal staff of up to 200, all deeply committed to effectively serving its girls and volunteers.

The GSWW Council has received numerous community awards for its innovative programs, including: The Cascade Land Conservancy's Innovative Conservation Project Award, Seattle University's Center for Service and Community Engagement's Certificate of Appreciation, an Innovation Award from the King County Division of Children and Family Services for the implementation of Fostering A Future, and the Excellence Through Collaboration Award from the Washington State Department of Corrections. Additionally, GSWW's retiring CEO has been honored with the Puget Sound Business Journal's prestigious Woman of Influence award.

## Programs

GSWW is a national leader in innovative programs. Essential for programming success is strong unity between staff and volunteers, requiring passion and dedication to the mission and goals of Girl Scouting. GSWW provides options for participation through multiple Pathways, with program initiatives concentrated in four focus areas including: STEM (Science, Technology, Engineering and Math), college readiness, environmental, outdoor education, and global responsibility/action.

Girl Scouts of Western Washington is committed to reaching girls in underserved populations. Without several outreach initiatives many of these girls would not have the opportunity to participate in Girl Scouts. Some of these staff-led programs include—Girl Scouts Beyond Bars, serving girls whose mothers are incarcerated, Girl Scouts Fostering a Future, serving girls in foster care, Girl Scouts Skills for Life serving girls in public housing communities and Girl Scouting in the School Day, working in partnership with school administrators and teachers at low income schools.

True to the vision of its founder, Girl Scouts remains a single gender organization whose sole focus is "offering girls the tools they need to be successful leaders now and throughout their lives." Open to girls from kindergarten through high school, GSWW strives to provide every girl with the opportunity to become a leader with the courage to act on her values, the ability to make clear decisions, and





the self-confidence to make a difference in the world around her. GSWW programs are provided in safe and encouraging all-girl settings, intentionally structured to support girls in taking risks while learning new skills and gaining the confidence needed to succeed in all disciplines. The success of the Girl Scout program rests on the belief that girls grow and learn through experiences that involve making decisions and discoveries for themselves. The Girl Scout Leadership Experience (GSLE) is characterized by programs that support girls to: Discover, Connect, and Take Action with the guidance of adult volunteers and staff.

Girl Scouts also incorporates many community-recognized priorities for youth development, most importantly by involving girls in the selection and planning of the activities they pursue as a group and as individuals. Caring adults are partners in the process, advising and mentoring girls in their pursuits, providing clear and consistent standards, and modeling appropriate behavior. Most Girl Scout activities lead to earned recognition for skill-based accomplishments and participation.

For a more detailed description of GSWW programs, please see Appendix 1.

### Strategic Plan

In 2008, GSWW embarked on a journey to create a five-year strategic plan to unite Western Washington behind a common vision and goals for the future, ensuring that Girl Scouts will continue to thrive throughout the region. The following are the results of that journey:

#### *Mission*

Building girls of courage, confidence, and character, who make the world a better place.

#### *Vision*

Girl Scouts of Western Washington is recognized as the best leadership development program for girls. By building a diverse and connected community of girls and adults, committed to lifelong stewardship and sustainability, GSWW creates women leaders.

#### *Strategic Initiatives*

Together, the following four strategic initiatives will help GSWW achieve its vision and mission over the next five years:

1. **Develop and implement innovative, engaging high-quality programs with a girl-centric focus.** As an expert on leadership development programs for girls and issues that girls are

facing, GSWW creates programs based on the unique needs and interests of all girls. GSWW listens to the needs and interests of girls and the community to offer programs that engage girls from their perspective in ways that resonate with them and challenges them to explore new possibilities.

2. **Expand and diversify a girl-centric volunteer base.** Strengthen the organizational infrastructure including technology systems, processes and staff capacity to launch a retooled volunteer management system that is efficient, effective, flexible and provides volunteers a variety of direct and indirect opportunities.
3. **Unify Girl Scouts of Western Washington into a high-performing council by building organizational capacity and uniting staff and members around its vision.** Foster the development of a new organizational culture by engaging staff and volunteers in achieving the vision. Build and sustain a staff team that has a passion for girls’ leadership development and works together to offer the best programs and customer service to our members.
4. **Increased brand understanding throughout Western Washington.** Over the next 5 years GSWW will become recognized as the best girl leadership development program. Girls, parents and the community will perceive Girl Scouts’ mission and program outcomes as essential to girls’ development.

**GSWW Organizational Strengths and Recent Achievements**

- A balanced, thoughtful, passionate, engaged and high quality board; members work well together and with the CEO
- Strong, highly skilled staff and professional leadership; extremely dedicated and committed to the mission; willing to “go the extra mile;” low staff turnover
- Large corps of dedicated, diverse volunteers who are passionate about serving the girls
- A long history of financial strength and stability; substantial reserves (six months operating expenses) and camp/real estate assets which position the Council well for future growth in reaching more girls
- Demonstrated history of diverse fundraising including successful capital campaigns for camps and grants for programs
- Innovative and diverse services and programs, such as the GSUSA “Leadership Experience” and GSWW Outreach programs, that have been sustained despite the down economy





- History of strategic vision including the current strategic plan (through 2015)
- Impeccable integrity of the organization
- The organization is adaptive to changes in society, culture and technology and demonstrates a willingness to take reasonable risks in implementing changes to meet the needs of today's girls
- High visibility, reputation and brand recognition in the community and recognition within the Girl Scout community nationally as a highly innovative and progressive Council
- Willingness of the staff and board to embrace change and to examine its programs and processes to evaluate what's working and what's not

**GSWW Organizational Challenges and Opportunities for the Future**

*Short-Term:*

- Accomplishing a successful transition to new CEO; new CEO learning the systems, organizational complexity, and culture; team-building and gaining trust and credibility with the board, staff, volunteers, donors, other funders and the broader community; maintaining the organization's momentum and moving forward
- Completing the implementation of the strategic plan
- Ensuring an effective skill set balance between the new CEO and the Senior Leadership Team
- Overseeing the successful implementation of a series of events and initiatives to take full advantage of the numerous opportunities for increasing visibility and fundraising that will be provided by the 100th Anniversary in 2012
- Strengthening the current fundraising initiatives and diversifying funding sources in order to become less dependent on cookie sales
- Successfully accomplishing and stabilizing the administrative and operational systems reorganization/realignment while continuing to deliver quality programs and services; retaining staff, building morale and ensuring buy-in from key volunteers

*Mid- to Long-Term:*

- Continuing to evaluate programs to ensure continued effectiveness and relevance; adapting programs and/or creating innovative new ones if necessary to respond to the needs of girls and volunteers in today's changing culture/society and that address the competing pressures and issues around image and time

- Continuing to strengthen, expand and diversify fundraising activities to ensure the long term sustainability of the organization; emphasizing private/major gifts fundraising and increasing the focus on sustaining relationships with, and honoring, current donors while compensating for reductions in support from area United Ways
- Broadening brand awareness to be recognized as a premier advocacy and leadership development organization for girls and young women (and their volunteer leaders), not simply “Camps and Cookies;” creating marketing opportunities focused on the Council’s innovative programs and services, thereby shedding the brand’s “stodgy and old fashioned” image
- Attracting new board members and continuing to advance the effectiveness of board operations; increasing the board’s engagement in fundraising
- Continuing to stabilize the organizational restructuring, making adjustments as appropriate; ensuring staff are meeting established performance expectations
- Effectively managing the extensive geographic diversity of the Council’s area; ensuring effective communication and a sense of inclusiveness throughout the entire geographic region among staff, volunteers and girls; becoming less “Seattle-centric”
- Completing the Camp Master Plan; launching a capital campaign to implement the plan
- Growing membership and attracting additional volunteers by keeping the organization live, relevant, and true to its mission
- Identifying and evaluating potential additional improvements in internal processes, and systems, including technology, as well as programs and/or services; getting buy-in from stakeholders and modifying the strategic plan if appropriate
- Continuing to foster an environment among staff and long-standing volunteers wherein traditions remain respected while the need for cultural change is also recognized and accepted so the organization is able to move forward

**Further Information**

For more information about GSWW, please visit: <http://www.girlscoutsww.org/>





## The Position

The CEO reports to the Board of Directors. The CEO provides direction, guidance and leadership for GSWW; oversees Council functions and programs; and provides liaison with funding sources, governmental agencies and other community organizations. The CEO also provides leadership to the community on advocacy for girls' issues.

For a complete job description, please see Appendix 2.

### Compensation & Benefits

The salary range for this position is highly competitive depending on experience.

Employee benefits include:

- Medical/Dental/Vision care insurance (some employee premium contribution required)
- Section 125 and 132 Flexible Spending Accounts
- 403(b) plan
- Life, Short and Long-term Disability, and Accidental Death/Dismemberment insurance (modest employee premium required)
- Employee Assistance Program
- Vacation (10 days per year during first year of employment, then one extra day per year thereafter up to 25 days max.)
- Sick leave (Accrued at one day per month up to 120 days maximum)
- Ten paid holidays per year, plus two floating days per year

### Diversity Focus

GSWW is an inclusive organization and is open to participation by girls and volunteers regardless of race, color, religion, age, national origin, gender, veteran status, sexual orientation, marital status or the presence of any physical, sensory, or mental disability, or any other protected classification under applicable laws. A demonstrated commitment to, and understanding of, diversity and cultural competency will be critical in the selection process.

### Leadership Philosophy Required

The Chief Executive Officer provides strong leadership, shares vision, inspires staff and Board members to perform at their highest level, and creates, as well as identifies, strategic opportunities for the organization. The CEO has wide latitude in exercising independent initiative and judgment, subject to the policies established by GSUSA, and the Board of Directors, as well as the requirements

imposed by government funders and regulators. A strong work ethic, while retaining a good sense of humor, will be necessary to succeed in the position.

### **Working Relationships**

The CEO interacts with the following persons and groups. Teamwork and a professional public presence are essential:

- All members of the Board of Directors and its Chair and board Committees
- The agency's Leadership Team and other staff members
- Volunteers at all levels, Girl Scout troops, parents, and individual Girl Scouts
- Government, foundation and corporate funders, as well as individual donors
- Leaders of other community service agencies and coalitions in the region
- News media
- Local and state elected and appointed government officials
- School administrators and teachers
- Local community groups representing a wide spectrum of cultures
- Members of the general public

### **Areas for Immediate Focus**

The following have been identified as the highest priority indicators of success during the CEO's first 12 months of employment:

- A smooth transition to the new CEO has been accomplished; strong, positive, respectful, trusting working relationships have been established between the new CEO, the staff, board, major donors, key volunteers and key community leaders; they are all moving forward together toward the next level of organizational growth and accomplishment
- Everyone in the organization has a clear view of its objectives and its top 3-4 priorities and staff is being provided with adequate support to accomplish them
- The new CEO is active and visible in the community and community perceptions of the organization remain positive
- Financial targets are being hit, current funding streams are being maintained, private fundraising has increased, new sponsors have been secured, other new sources of funding are being developed such that there is less dependence on cookie sales





- The strategic plan implementation is continuing effectively and operating plans are in place to do so
- Clear goals, and a clear sense of what success looks like have been established for individuals and the organization; all staff are highly engaged in creating the best environment to enable everyone to do their best work
- Girls and volunteers are engaged and membership remains stable or growing
- Organizational restructuring is proceeding well and becoming stabilized; appropriate midcourse adjustment are being planned, evaluated and implemented as may be necessary; the process has been relatively seamless for volunteers and girls, and is recognized by the community as having advanced the organization
- There is clear, open communication about issues and transparency around decisions

### **Candidate Requirements**

A master’s degree in a related field or equivalent experience is desired

***The position requires demonstrated skill, experience and success in/with the following areas:***

- Leadership experience in a comparably-sized nonprofit, private, or government sector organization
- Building and sustaining positive relationships, networks and coalitions/collaborations with a wide variety of key individuals, constituencies, partner organizations, businesses and communities
- Business/financial management savvy/perspective; management of comparable budgets; understanding of nonprofit financial systems a plus
- Developing and managing a positive organizational culture and professional working environment among a diverse staff through effective delegation and team-building and without micromanagement; inspiring and engaging staff and volunteers to do their best work in meeting the goals and objectives of the organization; a good cheerleader
- Diversification of revenues; fundraising, nurturing donors: individuals, businesses, foundations and government funders; capital campaign experience a plus
- Growing/expanding an organization; taking it to the “next level”

- Working with and/or on a nonprofit board of directors; board development; understands the roles of nonprofit boards and CEOs
- Already well-connected, engaged and respected in the community, a plus
- Developing, implementing and utilizing strategic plans/initiatives
- Management of a complex, geographically diverse organization with numerous owned facilities and real estate
- PR, marketing and media savvy
- Dealing with and resolving competing/conflicting stakeholder issues, interests and/or agendas
- Development, management and evaluation of projects/programs that demonstrate positive outcomes
- Public policy advocacy, particularly with respect to youth and girls’ issues, a plus

***The successful candidate will possess the following personal attributes and competencies:***

- Creative thinker and problem-solver; resourceful, innovative, yet also logical; a change agent; unafraid to challenge the status quo; willing to consider new ideas and opportunities; willing to take reasonable risks, yet patient-knows when not to make changes
- Excellent communications skills – oral, written, listening and public speaking; emotive, articulate, direct and concise
- Accountable (holds self and others accountable for performance); sets high expectations for self and others, follows through on commitments
- Decisive decision maker, while remaining open-minded and considerate of other’s views; actively seeks input on key decisions; demonstrates consistency and fairness in decisions, willing to acknowledge mistakes and take corrective action when necessary
- Exemplary interpersonal skills as demonstrated by being personable; engaging; respectful; comfortable and effective in dealing with wide variety of people (age, ethnicity, culture, socio-economic status, etc.) and constituencies; culturally competent and embracing of diversity; cheerful, and having a good sense of humor
- A professional public presence and demeanor as described by being poised, charismatic, confident and self-aware; comfortable being the “face of the organization”
- High integrity, as exemplified by being honest, authentic, genuine, congruent, and transparent





- Highly intelligent with good common sense, yet humble; has ego in check; a learner/quick study, asks the right questions; open to feedback, knows own weaknesses and not afraid to ask for help
- A collaborative, inclusive and leadership style, demonstrated by empowering staff, being accessible, open, and approachable; and displayed by maintaining a positive, enthusiastic attitude and inspiring optimism
- Demonstrative passion for, understanding of, focus on, and commitment to, the mission
- Visionary, with ability to inspire others toward their vision and move to implementation
- Socially and politically astute as defined by being tactful, diplomatic, respectful, and polite
- Comfortable with complexity and ambiguity; calm response to adversity

### Timing and Application

Interested candidates should submit a letter of interest and resume as soon as possible. The position is open until filled.” [To apply, please click here.](#)

All submissions will be acknowledged and will be held in strict confidence. It is anticipated that final interviews for the position will be conducted in August, 2011, with the hiring decision made shortly thereafter.

### Contact Information

For further information, please contact: Dave Osmer, Hagel & Company, Phone: 425-643-4223, or email: [dave@hagel.net](mailto:dave@hagel.net). **DO NOT** submit your application to this email address (see link above).

**GSWW is strongly supportive of a pluralistic society, and serves the interests of Girl Scouts from all communities. Individuals representative of our multi-cultural society are encouraged to explore this extraordinary opportunity.**

## APPENDIX 1

### GSSW Programs Description

Nationally, Girl Scouts is currently going through a period of tremendous change and has redefined its program delivery systems to provide greater flexibility for participation and achieve standardization in program outcomes for a variety of ad hoc delivery systems that have emerged throughout the country. The new framework also presents new opportunities for volunteer engagement beyond the long-term commitment that is typically required of troop leaders.

GSSW programs are delivered through:

- Troops where girls participate in regularly held meetings led by volunteers. Girls select, lead, and reflect on their learning through activities such as field trips, hands-on activities, community service, and weekend camping at the council's camp properties. While the majority of troops are led by volunteers, workshops and events organized by the Council and Girl Scouts of the USA supplement and support troop activities. The range of these offerings is broad and includes science, travel opportunities, community service, outdoor skills, high adventure, and the arts.
- Communities with a limited volunteer base are served through the Outreach Programs through troops that are led by paid staff and assisted by volunteers. These programs include Girl Scouts Beyond Bars, Girl Scouts Fostering a Future, Girl Scouting in the School Day and Girl Scouts Skills for Life. (See next page for more information.)
- Community Day Camps where girls participate in weeklong day programs led by volunteers and assisted by Girl Scouts in middle and high school trained to serve as camp aides. Each summer there are nearly 40 of these volunteer-run day camps, in various communities throughout all of Western Washington.
- Summer Camps offering a wide range of outdoor experiences from horseback riding and singing around a campfire to trekking with llamas and windsurfing. Programs run from four-day to four-week sessions and are accredited by the American Camp Association. While most of the camp programs are resident (overnight) camps, a day camp program runs concurrent with the resident programs. Three of the summer resident camps are staffed by paid staff. A fourth camp is used during the summer for community camp programs organized and operated by volunteers from various regions of the Council to serve their local communities.
- Series (8-10 week programs), events (one day programs), and travel opportunities responding to specific topical interests of girls. Examples include hiking or climbing groups, Lego robotics teams, giving circles, and science workshops, to name a few.

The curriculum delivered through these programs includes research-based, age-appropriate modules developed by Girl Scouts of the U.S.A., the staff, and collaborations with local resources such as the

Pacific Science Center, the Seattle Storm, and the Point Defiance Zoo.

## Outreach Programs

Girl Scouts of Western Washington believes that every girl should have the opportunity to participate in Girl Scouts to develop courage, confidence, and character, make the world a better place, and become one of our future leaders. They are committed to serving girls who face sometimes overwhelming obstacles through several outreach initiatives which empower girls who otherwise wouldn't have the opportunity to participate in Girl Scouts:

- **Girl Scouts Skills for Life** is geared toward girls living in public housing communities, many of whom are immigrants with limited access to out-of-school activities. Participants focus on college readiness and skills such as time and stress management, how to make healthy and safe choices, and how to investigate careers.
- **Girl Scouts Fostering a Future** serves girls in grades K-12 who live in foster care or kinship care arrangements. The first of its kind in the nation, this unique program addresses the instability and social needs faced by girls in foster and kinship care.
- **Girl Scouts Beyond Bars** is a program for daughters of incarcerated mothers. Activities are designed to build self-esteem and life skills and include monthly meetings planned by incarcerated moms and dads and held at Washington State Corrections Center facilities.
- **Girl Scouting in the School Day** serves girls in low-income schools who may face language or

transportation barriers. They participate in Girl Scout curriculum and activities during the school day, planned in partnership with teachers and administrators, on a variety of subjects such as math, science, leadership and life skills.

## APPENDIX 2

### Detailed CEO Job Description

#### **Strategic Leadership**

##### Vision

- Ability to create a clear and compelling vision for the council in alignment with the Girl Scout mission
- Ability to communicate the vision and core purpose to inspire others to transform the vision in action
- Projects confidence in the council's ability to succeed

##### Change Management

- Ability to navigate between traditional Girl Scout culture and building for the future
- Ability to drive systemic change in the face of resistance

##### Strategic Thinking

- Ability to comprehend internal and external realities and synthesize to drive strategy
- Ability to formulate tactical plans to achieve goals

##### Advocacy/Being the Voice for Girls

- Has big picture understanding of critical issues affecting girls' lives today
- Commitment and capability to advance Girl Scouts as the thought leader and leading voice for girls at the local, state, and federal level

#### **Leading People**

##### Board relations/building teams and constructive partnerships

- Capable of establishing and maintaining an effective partnership with the board chair and board members built on trust, candor, respect, and communication
- Understand how to provide perspective, insight, and data to keep the board proactively informed and engaged in effective decision making
- Committed to facilitating an open exchange of ideas by fostering an atmosphere of open communication with all constituents

- Fosters and nurtures a climate that encourages creativity and sound risk taking
- Consistently develops and sustains cooperative working relationships within the organization and with external stakeholders
- Creates a culture that fosters high ethical standards

#### Fostering Diversity

- Creates an environment that values, develops and encourages the unique contributions of diverse groups and individuals
- Makes membership extension to untapped markets and underrepresented groups a council priority

#### Managing Conflict

- Encourages divergent viewpoints to be heard, respectfully addressed, and constructively resolved

#### Talent Management

- Demonstrates a general understanding of talent management principles
- Ability to define and align current and future staffing needs based on organizational goals and budget realities
- Partners with the Board Development Committee to develop and implement strategies for identifying and attracting board talent

### **Business Acumen**

#### Fund Development

- Demonstrated success in managing or engaging in all aspects of fundraising on behalf of an organization
- Promotes the visibility and credibility of Girl Scouts in the community and establishes and maintains internal and external relationships to cultivate financial support for Girl Scouting
- Promotes a culture of philanthropy throughout the organization and models through personal giving
- Committed to devoting time to donor cultivation, solicitation, and stewardship activities

#### Financial Management

- Demonstrates broad understanding of the principles of financial management and proper internal controls
- Develops strategies to address current and long-term organization sustainability
- Understands how to use budget process to ensure appropriate resource allocation to achieve short-term and long-term priorities

#### Organizational Awareness

- Ability to work effectively in a volunteer driven membership organization

#### Marketing and membership development

- Demonstrates general understanding of the impact of effective brand management and marketing to grow membership market share

#### Technology management

- Demonstrates a general understanding of technology and its capabilities in order to apply it to increase organization efficiency and/or to strengthen capacity to deliver on the mission

### **Personal Effectiveness**

#### Integrity

- Demonstrate commitment to the Girl Scout Promise, Law and Mission
- Demonstrates dependability and trustworthiness
- Upholds high ethical standards even in the face of opposition

#### Adaptability/flexibility

- Maintains high performance, objectivity, and balanced perspective under pressure
- Ability to work through ambiguity, changing conditions, or unexpected challenges

#### Communication

- Expresses ideas in a clear, logical, concise, and organized manner both orally and in writing
- Tailors messages appropriately to the intended audience
- Actively listens, comprehends what others are saying, and capitalizes on opportunities to promote dialogue and develop shared understanding

#### Judgment and critical thinking

- Anticipates problem situations and finds appropriate solutions
- Acts decisively
- Delegates authority to the correct organizational level

#### Self Awareness

- Demonstrates professional composure
- Determines appropriate boundaries so as to sustain professional effectiveness