girl scouts

The National Board has placed the following proposals and discussion topics on the 58th National Council Session (NCS) Agenda:

Discussion Topics

1. Amplify Impact: Building Connection with Our Communities
2. Revolutionize Engagement: Girl Scouts Her Way

Proposals (in alphabetical order by proposal title)

1. Girl Scout Highest Awards Solicitation of Contributions, submitted by Girl Scouts of Eastern Pennsylvania
2. Membership Dues and Procedures for Registration, submitted by Girl Scouts of Greater Chicago and Northwest Indiana
3. Preservation of Girl Scout Leadership Experience Relating to the Entrepreneurship Program, submitted by Girl Scouts of Kansas Heartland

Differences between Discussion Topics and Proposals

Discussion topics* are opportunities for delegates and alternates to influence **future National Board**** or National Council action.

- ❑ Conversation(s) about topics important to the future of our Movement that enable us to get delegate input earlier
- ❑ Topics shaped by NCS Agenda Influencing Process, GSUSA, or National Board
- ❑ Held virtually throughout the triennium or at a National Council Session (NCS)
- ❑ Less structure, more input for future actions

Proposals are opportunities for delegates to deliberate and take **immediate** action through a vote

- ❑ Formal education and deliberation (hearing varied viewpoints) before taking action
- ❑ Submitted by the National Board or through the NCS Agenda Influencing Process by local councils
- ❑ The National Council must be formally "in session" to take action
- ❑ Decision-making is structured

**Discussion topics fulfill delegates' role to give "guidance to the National Board upon general lines of direction of the Movement and program." - Article V., Sec. 2, GSUSA Constitution Alternate delegates (those prepared to serve should a vacancy occur) may participate in discussion topics; alternate delegate s may not discuss or vote on proposals. National Board uses decision influencing input gathered in discussion topics to inform decision making or to shape recommendations it provide to the National Council.*

Discussion Topics Placed on the 58th NCS Agenda

Two discussion topics were placed on the NCS agenda—*Revolutionize Engagement: Girl Scouts Her Way* and *Amplify Impact: Building Connections with Our Communities*. Prior to being together in Washington, DC, delegates and alternates will engage in two different discussion topics held in a "series" of multiple sessions to build understanding and share input, with the discussion evolving from session to session. Both discussion topics will also continue at the in-person 58th National Council Session. Discussion topics, as recommended by the Movement Governance Advisory Team, are an important decision-influencing process for National Council delegates, which include the sharing of information, the opportunity for inquiry about the topic and then, after the sessions, reporting back to delegates on how the input is influencing future actions (information + inquiry + reporting back = decision influencing). At each of the discussion topic sessions leading up to and during the National Council Session, delegates will learn more about the work underway at GSUSA and in partnership with councils, and provide real-time input to shape our next steps as we deliver on **Vision 2030**.

A. Revolutionize Engagement: Girl Scouts Her Way

This discussion topic engages the delegate body in critical Movement conversations about "why and how" we need to evolve the ways girls and families can increase access to Girl Scouting for all girls. Councils originated multiple discussion topics and proposal ideas that addressed themes about how we attract and retain members. The board, with input from the NCSAT and GSUSA management, has incorporated these themes into a discussion topic, including themes from the following council-originated agenda items:

- Amending the Credentials Section to Allow Girls Age Five to be Members Discussion Topic
- Proposal to Establish a National Pilot for Daisy Sprouts

When delegates discussed our Movement strategy in the summer of 2024, they shared related feedback on supporting families, girls, and volunteers. This discussion topic will build from those sessions. During this discussion topic, we will share research findings on how current and prospective families want to see our offerings develop, discuss how we can make joining and staying in Girls Scouts easier, collect input to influence national pilot programs, and inform a robust discussion at NCS of how we revolutionize engagement to ensure a thriving future for our Movement.

B. Amplify Impact: Building Connections with Our Communities

The National Board and NCS Advisory Team agreed that the discussion topics and proposals suggested by councils raised important questions about inclusivity, how we live our Girl Scout values, and how we ensure that we are welcoming to all girls and their families. The National Board, working in collaboration with GSUSA management, crafted a discussion topic that allows delegates to address these topics holistically and comprehensively. Agenda item ideas submitted by councils that align to the *Amplify Impact* discussion topic include:

- Advancing Inclusivity Discussion Topic
- Inclusivity in Girl Scouting Discussion Topic
- Proposal to Amend the Preamble of the Constitution to Add 'Inclusivity' to 'Diversity, Pluralism, and Anti-Racism'
- Proposal to Expand the Definition of Girl Scout in the Membership Requirements Section of the Credentials

At the same time, in response to delegate input into the Movement strategy discussions throughout 2024, we know that communicating the value of the Girl Scout experience to today's families is a priority. This discussion topic will explore what we have learned families—including families already involved and those yet to join—are seeking from their experience with us and where consistency and flexibility enhance it; discuss how our Girl Scout values underpin that experience and where this may create unintended barriers; and what support our members need to promote and deliver the Girl Scout experience in their communities.

Proposals Placed on the 58th NCS Agenda

A. Girl Scout Highest Awards Solicitation of Contributions

Submitted by Girl Scouts of Eastern Pennsylvania

Proposal

To amend the Policies of GSUSA as follows: Update the first paragraph of the Solicitation of Contributions part of the Policies section of the *Blue Book of Basic Documents* on page 20 by inserting the bolded, green wording and deleting the strike-through text as follows:

Current Wording	Proposed Amendment	If adopted, will read
Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except for Girl Scout Seniors and Ambassadors, who may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee. In addition, girls must abide by their own council's policies and procedures with regard to this matter.	Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except girl members ~~for Girl Scout Seniors and Ambassadors who~~ may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Bronze, Silver, and Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee. In addition, girls must abide by their own council's policies and procedures with regard to this matter.	Adult members in their Girl Scout capacities may not solicit financial contributions for purposes other than Girl Scouting. Adults may engage in combined fundraising efforts authorized by the Girl Scout council and in which the local council is a beneficiary. Girl members may not engage in any direct solicitation for money except girl members may solicit philanthropic donations to their councils of cash or in-kind goods for Girl Scout Bronze, Silver, and Gold Award projects, provided they have secured prior written permission from their council's Chief Executive Officer, Chief Development Officer, or their designee. In addition, girls must abide by their own council's policies and procedures with regard to this matter.

Rationale Submitted by Originating Council

What is the issue the discussion topic or proposal is trying to address?

Currently, only Girl Scout Seniors and Ambassadors may request donations for their Gold Award projects, excluding Silver and Bronze Awards. This restricts access to resources that could support meaningful community partnerships and limits the potential impact of Highest Award projects.
This proposal specifically expands access to those working on a Highest Award (Bronze, Silver, or Gold Award). This preserves important safeguards around solicitation while broadening the accessibility of our Highest Awards.

Are there other ways to address this issue?

Some councils might have created local exceptions or workarounds, but a unified national policy would help ensure fairness, reduce confusion, and eliminate barriers for all Girl Scouts eligible to achieve the Highest Award.

This proposal aims to level the playing field by giving all Girl Scouts working towards their Highest Awards equal opportunity to partner with their communities and secure the support needed for impactful, long-lasting projects.

How does this proposal improve Movement governance or policy? OR How does this discussion topic inform Movement strategy?

This proposal improves the Movement's policy by increasing equity and accessibility for all Higher Award project execution. It helps to empower all eligible Girl Scouts with the same tools to execute meaningful, well-resourced projects (while maintaining council oversight).

Does this agenda item have Movement-wide significance? Does it apply to all councils?

Yes, this will apply to all councils and help enhance consistency in the implementation of Highest Awards across the country. This would create a clear national standard that maintains required council oversight to safeguard against the risk of over-solicitation.

Additionally, this could potentially lead to a positive Movement branding by increasing the visibility and possible impact of the Highest Awards. This could help enable more ambitious, visible, and high-impact projects at *all* Highest Award levels. Bronze and Silver Award projects with access to appropriate funding have the potential to elevate the visibility and value of Girl Scouting across communities.

Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?

Yes, many girls plan and begin their Higher Awards year-round. Clarifying this policy at the

58th NCS would ensure that future Girl Scouts interested in pursuing the Bronze and Silver Awards are fully supported in delivering projects that reflect the values and mission of Girl Scouting.

Without updated national guidance, Bronze and Silver Award candidates may continue to face barriers to success.

Financial Impact Statement Submitted by Originating Council

There is no direct financial cost to councils or the national organization. Allowing more girls to seek approved contributions could lead to increased community engagement and potentially greater visibility for Girl Scouts in local communities. Councils would continue to monitor and approve fundraising, mitigating the risk of over-solicitation to donors.

This change could lead to increased community engagement and visibility of Bronze, Silver, and Gold Award projects, while maintaining donor trust and mitigating the risk of over-solicitation.

Recommendation of the National Council Session Advisory Team (NCSAT)

The NCSAT recommended board action on this proposal in advance of the 58th NCS.

Recommendation of the National Board

The National Board carefully reviewed input from the council support survey and concluded that while the proposal had a lot of support from across the Movement, there are also many councils concerned that this policy change would create significant administrative burdens which could divert staff time from efforts to support and grow membership, as well as create volunteer confusion about when money earning or fundraising rules applied. Therefore, the board remains neutral on this proposal and welcomes the opportunity to learn more from delegate education and deliberation.

B. Membership Dues and Procedures for Registration

Submitted by Girl Scouts of Greater Chicago and Northwest Indiana

Proposal

To amend the Credentials Section of the Blue Book of Basic Documents, Membership Dues and Procedures for Registration as follows:

Current Wording	Proposed Amendment	If adopted, will read
The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of 25% in any one triennium.	The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of ~~25~~ 15% in any one triennium.	The National Board of Directors must obtain approval from the National Council whenever a planned dues increase will result in dues increasing more than a total of 15% in any one triennium.

Rationale Submitted by Originating Council

1. *What is the issue the discussion topic or proposal is trying to address?*

25% of the upcoming $65 dues is a much larger dollar amount than was 25% of the $25 dues amount when this was first proposed in 2020.

2. *Are there other ways to address this issue?*

The issue of limiting the dues increases within each triennium gives the National Board the opportunity to react to financial conditions without consulting the National Council, however when this proposal was created, we could not have predicted the level of dues increase needed to make our national organization whole. The thoughtful and robust discussions and debate which resulted from the Special Session allowed the National Council and the National Board to reach an agreed-upon dues increase, and those discussions should happen regularly. Discussions such as this are essential to maintain the partnership between the National Board and the National Council, and therefore should happen on a regular basis, potentially at every National Council Session, if needed. Amending the 25% level to 15% we feel allows enough leeway for the National Board to keep up with inflation, while reinforcing the importance of the National Council in making the tougher decision should another large increase in National Dues be necessary.

3. *How does this proposal improve Movement governance or policy? OR How does this discussion topic inform Movement strategy?*

Membership Dues increases should be reasonable and gradual to keep pace with inflation. Large dues increases would be best appropriately debated by the membership.

4. *Does this agenda item have Movement-wide significance? Does it apply to all councils?*

Yes. And Yes

5. *Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?*

Yes, this saves the additional cost of holding another Special Session, while moderating the level of dues increase the National Board can impose between sessions of the National Council.

Financial Impact Statement Submitted by Originating Council

This proposal revises the guardrails on the National Board to increase dues without consulting the National Council but would also allow for robust discussion on finances and membership dues at each triennial National Council session as needed.

Recommendation of the NCSAT

The NCSAT, while not indicating agreement with the proposal's intention, recommended that the National Board consider taking action in advance of NCS. The NCSAT did, however, recognize that the board may not be able to take such action given its fiduciary duties.

Recommendation of the National Board

The board does not recommend adoption of this proposal. The National Council already debated and took action on this matter at the 2020 National Council Session, where the 25% dues increase threshold was set. At that same NCS, in partnership with the NCS Advisory Team and its Dues Sub-Group, the National Council passed related proposals for a dues-setting process that would best meet the needs of our Movement and the girls we serve. These proposals clarified the shared responsibility for setting membership dues by the National Board and National Council, and established requirements for the National Board to seek delegate and council input prior to any membership dues increase. These measures codified the National Board's commitment to seeking input from councils and delegates on the scope and purpose of any potential membership dues changes, and to report back to delegates and councils on their decisions and their impact.

The board demonstrated its commitment to the spirit and letter of these requirements when, in 2024, it undertook extensive engagement with delegates and councils on our Movement strategy and how it should be funded. The board has continued these discussions through the *Secure Tomorrow* discussion topic held in December 2025 and subsequent report backs to delegates.

As financial stewards and fiduciaries of the organization, with responsibility to act on the Movement's behalf, the National Board must retain the authority to make economic decisions on behalf of the organization informed by delegate input to address the circumstances at the

time. Dues increases are only contemplated after careful consideration of the need and impact. The National Board believes that the existing threshold set by the National Council in 2020 remains appropriate and that reducing that limit would unnecessarily hinder the organization's ability to meet future challenges.

C. Preservation of Girl Scout Leadership Experience Relating to the Entrepreneurship Program

Originated by Girl Scouts of Kansas Heartland

*List of all councils that submitted this proposal is posted on the **delegate website**.*

Proposal

To amend the GIRL SCOUT TRADEMARK section of the *Blue Book of Basic Documents* as follows:

Policies of Girl Scouts of the United States of America

Endorsements/Trademark/ Marketing/Internet Sales

Current Wording	Proposed Amendment	If adopted, will read
GIRL SCOUT TRADEMARK Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale,[2] including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale[3] by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items. [2] "Resale" is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid.	GIRL SCOUT TRADEMARK Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale,[2] including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale[3] by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items. GSUSA, along with its alliances and relationships with corporations and businesses, shall not sell, license or otherwise provide for sale any food product	GIRL SCOUT TRADEMARK Every product sold in connection with a Girl Scout council-sponsored product sale shall bear the Girl Scout name and service mark, either on the product or on its packaging. Every item bearing any of the registered Girl Scout names, logos, or marks purchased or developed for resale,[2] including items to be sold in council-sponsored product sales, shall be purchased (1) from a GSUSA-licensed vendor, (2) from Girl Scout Merchandise, or (3) produced with prior approval from GSUSA when items are not readily available from a licensed supplier. Every item bearing the Girl Scout name and service mark, including items for resale or non-resale[3] by councils, shall conform to the Girl Scout Brand Standards published by GSUSA. Items used for both resale and non-resale shall adhere to the stipulations stated above for resale items. GSUSA, along with its alliances and relationships with corporations and businesses, shall not sell, license or otherwise provide for sale any food product

This includes, but is not limited to, product sales. [3] "Non-resale" is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.	bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council. [2] "Resale" is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales. [3] "Non-resale" is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.	bearing the Girl Scout name or service mark when related to the flavors, branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council. [2] "Resale" is defined as any item resold or given away in connection with an event for which a fee, price, or admission is paid. This includes, but is not limited to, product sales. [3] "Non-resale" is defined as any item provided, consumed, or used for the promotion and delivery of Girl Scouts program. This includes items given as donor recognitions.

Rationale Submitted by Originating Council

1. *What is the issue the discussion topic or proposal is trying to address?*

Girl Scout youth participating in the Entrepreneurship Program, as an element of the acclaimed Girl Scout Leadership Experience, are experiencing undue competition from GSUSA and their relationship with corporations and businesses. GSUSA is receiving royalties from food products sold by retailers during the same time period as Girl Scout youth are selling products as a part of the Entrepreneurship Program. Girl Scout youth are put into situations with consumers whereby the youth are expected to answer questions or respond to comments about Girl Scout cookie-inspired products and the cost comparison to Girl Scout cookies.

Girl Scout councils and their established alliances with businesses in local jurisdictions are experiencing competition from GSUSA and their relationship with corporations and businesses when Girl Scout cookie-inspired food products are promoted, especially during the Entrepreneurship Program sale.

GSUSA is not upholding the guiding principles of cause-related marketing (*Blue Book*, page 19) which includes "• program activities will be enriched; and • the integrity and financial well-being of GSUSA and Girl Scout councils will be maintained or enriched".

GSUSA is receiving financial gain by producing commercial competition with the girl entrepreneurship program to the detriment of the girl program and councils, and GSUSA is reducing the financial well-being of the councils through competition of Council's local marketing partnerships. GSUSA's commercial competition is not upholding the Girl Scout Law as it is not fair or being a sister to the girls or councils. Furthermore, the competition from GSUSA creates barriers to Councils for meeting the CRITERIA AND STANDARDS FOR AN EFFECTIVE GIRL SCOUT COUNCIL (*Blue Book*, Mission Delivery, Standards 1 and 3, page 29) as the Girl Scout Leadership Experience positive girl outcomes are diminished, and creates barriers to meeting the needs and interests of girls in the jurisdiction.

2. *Are there other ways to address this issue?*

An alternative way to address this issue is for Girl Scouts of the United States to provide an equal revenue share of royalties gained through cookies and other food products to councils, so councils can meet the needs of the girls. The royalties could be divided equally by the total number of councils participating in the entrepreneurship program plus GSUSA. Consumers currently have a misperception that they are contributing to local Girl Scouts when purchasing Girl Scout cookie flavor-inspired products.

3. *How does this proposal improve Movement governance or policy? OR How does this discussion topic inform Movement strategy?*

This proposal strengthens policy by protecting the financial stability of individual councils while fully promoting the Girl Scout Leadership Experience.

[This] is directly related to the Movement strategy of financial stability for GSUSA and all councils.

4. *Does this agenda item have Movement-wide significance? Does it apply to all councils?*

This proposal has Movement-wide significance as it protects the Girl Scout Leadership Experience provided locally through the Entrepreneurship Program.

5. *Is this agenda item time-sensitive? What happens if it is not addressed at NCS 58?*

This proposal needs to be addressed at the NCS 58 as council financial stability has been greatly impacted due to the GSUSA membership dues increases for which councils are paying financial assistance for girls to participate in Girl Scouting while trying to maintain quality Girl Scout Leadership Experience programs; GSUSA continues to increase the commercialized competition

for girl cookie, nut and candy sales; national consumer trends include lowered cookie and snack sales as a part of what is referred to as the "Ozempic Effect" for weight-loss; and girls at cookie booths have to provide customers the reason why purchasing a package of Girl Scout cookies is more beneficial than purchasing a cookie-inspired product.

Financial Impact Statement Submitted by Originating Council

The potential financial impact to GSUSA and councils has not been determined and cannot be projected as increased details of royalty agreements have not been made public.

GSUSA's 990 through 9/30/2023 indicated $10,353,004 in royalties received during the fiscal year and commission expenses of $1,038,901. The 990 through 9/30/2022 indicated $10,579,898 in royalties received. The 990 through 9/30/2021 indicated $9,605,776 in royalties received. There is no break-out of what royalties are secured through food related products or sales occurring specific times of the year.

The financial impact on councils is directly related to reduced/strained local partnerships and the reduction in girls' product sales. This financial impact is difficult to quantify across all councils.

An actual example of future potential negative financial impact to a local council is through competition created by the national partnerships with Andy's Frozen Custard and Wendy's for frozen ice cream shake products. The direct competition is with a local partnership where Thin Mint cookies are purchased from the council and are used in a restaurant shake. The competing national partnerships resulted in lowered local restaurant sales contributing to future lowered cookie sales through the council and reduced local Girl Scout marketing. The national competition also created ill-will that the council had to navigate by detailing the partnership entered into by GSUSA.

Recommendation of the NCSAT

The NCS Advisory Team considered this an operational proposal related to complex contract law which would require significant delegate education to ensure that delegates were able to make informed decisions during the NCS. The NCS Advisory Team did not recommend placement on the 58th NCS Agenda.

Recommendation of the National Board

GSUSA is committed to ensuring financial stability for our Movement. This includes supporting our entrepreneurial programs, which largely generate the revenues that support local Girl Scout troops and councils *and* National licensing product revenue that fund national program resources, which in turn are used to support the Movement overall.

The proposal would jeopardize the cookie and fall product programs, negatively impacting each council, Girl Scouting's brand strength, and ultimately the Movement the proposal seeks to protect.

In making its recommendation, the National Board carefully reviewed the Council Support Survey and the recommendation of the NCS Advisory Team. The council survey revealed that more councils opposed the proposal's inclusion on the NCS agenda than supported it (the proposal did meet the minimum number of votes requiring it to be addressed at or in advance of on the NCS agenda).

Given these and other legal and economic risks detailed below, the board opposes the proposal.

There are several consequences to restricting licensing, but perhaps the most damaging, is that it weakens our Movement's ability to stop others from profiting from our valuable Girl Scout name, including cookie trademarks.

Limiting trademark licensing creates perceived gaps in the marketplace that invite copycats and infringers to exploit "unclaimed" product categories. By remaining active in multiple product categories, including food and beverage, GSUSA preserves the strength and enforceability of its trademarks. Through licensing, GSUSA has extended its rights beyond cookies, allowing us to challenge infringers in adjacent food categories and prevent misuse of our iconic brands. Exiting the food and beverage market would reduce the reach and strength of our trademarks, making them harder and more costly to defend over time. To effectively protect our marks from commercial exploitation, GSUSA must retain the freedom to use and license them. Expanding the reach of our trademarks—not shrinking it—is the most effective way to maintain control across channels and categories.

Also, as written, the proposal could be interpreted to prevent GSUSA from licensing cookie names to our bakers, which would in turn prevent bakers from selling Girl Scout Cookies and product program items to councils. Ironically, the very program the proposal aims to protect could be put at risk. These risks were shared with the originating council before the 58th NCS Agenda was finalized. Additionally, this proposal relates to complex areas of contract and Intellectual Property (IP) law, which GSUSA's legal team carefully drafts based on deep knowledge and experience in this area of the law to ensure the Movement's interests are protected. In addition to potentially prohibiting the cookie program, the proposal's open-ended language invites amendments that could introduce unintended legal consequences. Drafting legal contract language through the National Council debate introduces significant risk for the organization and should not take place on the NCS floor.

The proposal directs GSUSA and its partners to, "not sell, license or otherwise provide for sale any food product bearing the Girl Scout name or service mark when related to the flavors,

branding, or likeness of Girl Scout Cookies during the designated entrepreneurship program sales period of any Girl Scout council." As GSUSA shared in its "**report back**" to delegates on the December 2025 Secure Tomorrow Discussion topic, this proposal would severely limit GSUSA's ability to license food and beverage products *at any time*. GSUSA works with the companies that manufacture the licensed products—and retailers ultimately control the timing of product sales. It is impractical and unrealistic to expect that GSUSA can negotiate sales-timing restrictions with a licensee and any attempt to do so would severely curtail GSUSA's ability to find licensing partners willing to operate under restrictions that conflict with their market realities, unintentionally forcing us to exit this market. Furthermore, this language is broad enough that it could also negatively affect fundraising efforts for both GSUSA and councils, including cause-related marketing partnerships[2] (e.g., "When you buy X, $Y benefits GSUSA or XX Council") with food-industry partners, where the Girl Scout name is used to designate GSUSA or a Girl Scout council as the beneficiary of a product sale. It would also jeopardize other Product Program local revenue generating opportunities, including pairing events and similar collaborations that many councils rely on to support local programming and operations.

The National Board also recognizes that restricting our licensing program undermines our ability to deliver on Vision 2030. Licensing supports the strategic pillars of Vision 2030, such as Amplify Impact and Secure Tomorrow. It is not just a revenue stream; it is a brand-building strategy that strengthens awareness of Girl Scouting and generates resources for the Movement. Today, GSUSA's licensing program currently contributes approximately $5 million in revenue annually which GSUSA reinvests into programs available to every girl in our Movement, including updating our programs for girls, the Girl Scout Experience Box, national recruitment campaigns, and operational and program support to every council, including support for our Movement's entrepreneurship programs. Imposing permanent licensing restrictions through the *Blue Book* prevents flexibility in how we use licensing to support our Movement strategy for future growth. As shared in response to questions raised in the December 2025 *Secure Tomorrow* discussion topic, while GSUSA continues to pursue licensing partnerships with non-food brands, these arrangements are more complex, harder to secure, and unlikely to generate enough revenue to replace lost food and beverage-based partnerships.

Also, the proposal rationale assumes the availability of Girl Scout Cookie–inspired food and beverage products undermines troop cookie sales. As we shared in the **report out** of the recent independent market research, licensed products actually *increase* brand awareness and positively influence consumers' decision to buy Girl Scout Cookies. The data does not support that there is a negative correlation between licensing revenue and cookie sales. Additionally, the

[2] Any fundraising events must comply with GSUSA and Blue Book licensing provisions.

originating council has not provided any evidence to support the claim that licensed product sales reduce troop cookie sales. In contrast, GSUSA routinely conducts market research to assess the impact of licensing, and this research indicates a positive correlation between licensed products and cookie purchases. Research found that respondents who were aware and/or purchasing Girl Scout licensed products, *regardless of category*, had stronger brand connection and behaviors and are more likely to buy Girl Scout Cookies in the future. Therefore, removing GSUSA's ability to license these products may harm girl's cookie sales and lower awareness of Girl Scouts' mission among the public. The board appreciates that troops may experience challenges while selling cookies, including instances when customers comment on our licensed products. However, the research data doesn't support the claim that anecdotal cookie booth experiences reflect a national trend.

The proposal could also create immediate contractual exposure. GSUSA has binding agreements with food and beverage licensees, and a blanket prohibition would likely conflict with these obligations. This could create contractual risks, including the possibility that licensees assert claims or remedies which GSUSA would need to manage, including damage to GSUSA's reputation as a reliable partner. Licensing relationships take months or years to develop, and licensees invest significant resources in these collaborations to create not only the product but a fully integrated marketing campaign that marries the best of each brand. A pause or early termination, even if temporary, could discredit GSUSA in the marketplace, making future licensing opportunities, whether in food or non-food, more difficult to secure.

The intellectual property (IP) GSUSA owns in cookie-related names and flavors is a significant asset for the Movement—in terms of the general public's awareness of our organization, and as a community-based source of revenue. This proposal prevents GSUSA from using this asset to support our shared mission and, as worded, jeopardizes the Movement from operating the cookie and fall product programs and other relationships. The complexities of IP and contract law mean that amending the proposal during NCS debate presents significant risk for the Movement. Therefore, the National Board recommends that delegates reject the proposal.