



## Environmental Trends and Forecasts<sup>1</sup> for Girl Scouts of Western Ohio

### Demographic Shifts

**Forecast: We'll be older, more diverse, less sprawling.** Nation-wide, about 16% of Americans will be 65 and older, up from fewer than 13%. Issues such as health care and Social Security will produce "a huge cleavage," says demographer William Frey of the Brookings Institution. Nation-wide, non-Hispanic whites will shrink from 65% to 60% of the population and far-flung suburban-style growth, now halted by the recession, may never fully return because of energy costs, environmental concerns and smaller households.<sup>2</sup>

Non-profit experts say that the future will require non-profits to understand how to share leadership across generations.... "Successful non-profits will rethink how they serve and how they manage."<sup>3</sup>

### Girl Scouts of Western Ohio "Trends":

#### 1. Increased diversity amidst declining girl populations, despite growth in two southern counties.

GSWO 32 Counties  
 Source: Realignment Map  
 Demographers for GSUSA

Source: GSUSA  
 10/24/2008

2000 Potential Girls aged 5-17	2004 Potential Girls aged 5-17	2008 GSWO girl population (potential)	Girl Pop Change 2008-2013	Am Indian Girl Pop Change 2008-2013	Asian Girl Pop Change 2008-2013	Black Girl Pop Change 2008-2013	Pacific Islander Girl Pop Change 2008-2013	White Girl Pop Change 2008-2013	Other Races Girl Pop Change 2008-2013	Two or More Races Girl Pop Change 2008-2013	Hispanic Girl Pop Change 2008-2013
371,706	354,704	348,908	-12,628	37	924	-928	17	-14,004	390	936	1404

#### 2. Identified lack of enough volunteers to achieve goals and objectives.

There are enough adult volunteers to achieve goals and objectives.

% Mostly true or extremely true

**2009** (n=577)

**33%**

Source: Girl Scouts of Western Ohio, *Girl Scout Troop Leader Survey*, Spring, 2009

**2008** (n=585)

**35%**

Source: Girl Scouts of Western Ohio, *Girl Scout Troop Leader Survey*, Spring, 2008

### Challenges for Girl Scouts of Western Ohio:

1. Acknowledgment of generational differences, diversity, inclusion and cultural competency---and clarifying their relevance to organizational effectiveness and the ability to effect social change.
2. Structures and ways of managing both staff and volunteers that meet generational needs; and adapt to changing workplace values and expectations.
3. Going beyond generational and representational diversity to focus on developing organizational strategy and leveraging diverse ideas, approaches and talents in support of the mission.<sup>4</sup>
4. Encouragement of collaborative and adaptive leadership practices which may be well suited to an increasingly diverse workforce.<sup>5</sup>

<sup>1</sup> Sources: David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector* (November, 2009) and Rick Hampson (informed by reporters and specialists talking to experts), *USA Today*, "In America's Next Decade, Change and Challenges," (January, 2010).

<sup>2</sup> Rick Hampson (informed by reporters and specialists talking to experts), *USA Today*, "In America's Next Decade, Change and Challenges," (January, 2010).

<sup>3</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>4</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>5</sup> Juana Bordas, *Salsa, Soul and Spirit: Leadership for a Multi-cultural Age*, 2007.

## Technological Advancement

### Forecast: Technology will advance communication, education, entertainment and transportation.

Personal computers may provide television programming suggestions based on viewing habits, activities or interests. Playing games with body movement, pioneered by the Nintendo Wii, will become standard. While what we drive tomorrow may “look much like what we’re driving today,” non-stop air destinations from U.S. hubs to medium size overseas cities may be more common and “Richard Branson’s Virgin Galactic promises to start commercial sub-orbital flights as soon as this year.”<sup>6</sup>

At the same time, successful students will be expected to have 21<sup>st</sup> century skills that include the ability to innovate, think creatively and solve problems.<sup>7</sup> According to educational technologists, “technology that tracks student progress and helps teachers develop more individualized curricula will be among the top five trends in school technology for 2010... Other trends to watch are the use of personal devices like iPods and smart phones -- often banned from the classroom -- by a growing number of teachers to enhance lessons. Digital eBooks also make the list, with experts predicting a growth in their use in K-12 classrooms.”<sup>8</sup> Schools will become “`a blend of online and on-site’ that could lead to an `unbundling’ of education from one centralized, highly regulated source .... Schools will narrow their missions as students get more content from libraries, museums or specialized sources.”<sup>9</sup>

Non-profit experts point out that the rise of social media is already changing communication by moving people away from authorized spokespersons and focusing instead on personal connections....To have a credible voice in this environment, non-profits need to empower everyone in their organizations to be a spokesperson.”<sup>10</sup> In addition, experts say that “organizations that win are organizations that mobilize those resources to get deeper buy-in [whether with donations, connections or knowledge] to the organization.”<sup>11</sup>

### Girl Scouts of Western Ohio “Trends”:

#### 1. Increased use of e-mail as way troop leaders most often receive Girl Scout information.

How you most often receive Girl Scout information.	E-mail	Service unit meeting	US mail	Phone
<b>2009</b> (n=577) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2009	<b>46%</b>	<b>31%</b>	<b>10%</b>	<b>1%</b>
<b>2008</b> (n=585) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2008	<b>42%</b>	<b>34%</b>	<b>12%</b>	<b>1%</b>

#### 2. Increased ability to efficiently organize in the community is needed.

The community is well organized to support Girl Scout activities.	% Mostly true or extremely true
<b>2009</b> (n=577) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2009	<b>57%</b>
<b>2008</b> (n=585) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2008	<b>57%</b>

### Challenges for Girl Scouts of Western Ohio

1. Using technology strategically as part of an overall communication plan for advancing the mission.
2. The acquisition or shifting of financial resources to achieve optimum technology usage.
3. Balancing personal and organizational security against member and community access.

<sup>6</sup> Rick Hampson (informed by reporters and specialists talking to experts), *USA Today*, “In America’s Next Decade, Change and Challenges,” (January, 2010).

<sup>7</sup> Partnership for the 21st Century.

<sup>8</sup> Association for Supervision and Curriculum Development, as retrieved from <http://thejournal.com/articles/2009/12/10/5-k12-technology-trends-for-2010.aspx>

<sup>9</sup> Spokespersons from the Gates Foundation and John D. and Catherine T. MacArthur Foundation, as cited in *USA Today*, “In America’s Next Decade, Change and Challenges,” (January, 2010).

<sup>10</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>11</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

## Networks Enable New Ways to Organize Work

**Forecast: Formal organizations are no longer the only way to get things done.** Research reveals that, unlike “the traditional concept of networks... (coalitions, alliances, partnerships, learning communities) ... working toward a common goal... [future] networks can be formed, restructured, disassembled as needed, drawing on dispersed resources that may themselves bring access to new and different networks.”<sup>12</sup>

Experts state that “we need to be looking at entrepreneurs, programs, organizations and networks of organizations, and thinking about how we will organize our work and organize our impact across all four of those things, and less focused on the organization as a central unit of how we get our work done.”<sup>13</sup> An example of this trend is to experiment with new structures and ways of working such as the concept of “working wikily to `crowdsource` --- a new concept for outsourcing tasks to a group of people or community through open calls or invitations.”<sup>14</sup>

In addition, experts say that “as organizations think more strategically about network analysis and networked action, they will find themselves working with a combination of long term partners and short-term contributors, some of whom might be considered competitors as well as collaborators.”<sup>15</sup>

### Girl Scouts of Western Ohio “Trends”:

1. **Relies on decentralized, small group structures or troops through which girls (with adult partners) plan, implement and evaluate activities around their own needs and interests.**
2. **Increased efficient use of troop leader time is still needed.**

The organization is effective and efficient with my available time.	% Mostly true or extremely true
<b>2009</b> (n=577) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2009	<b>58%</b>
<b>2008</b> (n=585) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2008	<b>54%</b>
3. **Continued use of the traditional geographic service units to provide access to resources in local communities, including the organizing of troops, recruitment of girls and adult leaders, as well as providing ongoing support of troop and beyond-troop activities.**

### Challenges for Girl Scouts of Western Ohio:

1. Expansion of our reach through networks and coalitions of both organizations and individuals, including those enabled by online activism and a mobile workforce
2. Thinking more systemically about the challenges we seek to address and about possible approaches and partners
3. Organization of work in ways that group similarly “motivated” individuals into “communities” that bridge geographic and other boundaries or roles

<sup>12</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>13</sup> Taara Mohr, of Mohr Coaching, as cited in LaPiana: *Convergence-How Five Trends Will Reshape the Social Sector* (November, 2009).

<sup>14</sup> The Tech Museum of Innovation, San Jose, Calif., as cited in LaPiana: *Convergence-How Five Trends Will Reshape the Social Sector* (November, 2009).

<sup>15</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

## Rising Interest in Volunteerism and Civic Engagement

**Forecast: Despite the pending availability of retiring baby-boomers, non-profits may lose out on attracting these as well as young professionals as volunteers due to the rise of online activism and virtual volunteering.** Experts warn that “in all the enthusiasm building around volunteerism, non-profits must take care not to assume that the motivations and benefits are the same for everyone.”<sup>16</sup>

In addition, research shows that “volunteerism is perceived and experienced differently among people of different cultural backgrounds [and] `for the non-profit sector to build and sustain the volunteer workforce of the future, it must make a commitment to evaluating cultural assumptions, systems and thoughts inherent in volunteer management and practices.”<sup>17</sup> Experts acknowledge that “designing and matching meaningful and mission-advancing volunteer opportunities for a diverse array of individuals and interests takes time and investment.”<sup>18</sup>

### Girl Scouts of Western Ohio “Trends”:

- 1. Maintains an adult volunteer personnel management system that includes both online and face-to-face implementation of 6-8 volunteer management components.**
- 2. Engages in corporate adult volunteer recruitment.**
- 3. Provides increased opportunities for working and student volunteers.**

Volunteer opportunities are available, for persons who are college students or are employed full time?	% Mostly true or extremely true
<b>2009</b> (n=577) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2009	<b>71%</b>
<b>2008</b> (n=585) Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> , Spring, 2008	<b>65%</b>

- 4. Recognizes the rising interest and intentions among teen girls toward volunteerism.**<sup>19</sup>

### Challenges for Girl Scouts of Western Ohio:

1. Creating opportunities that take advantage of the tools and options available for volunteering.
2. Matching volunteer recruitment, management and recognition efforts to the motivations of an increasingly diverse volunteer pool.
3. Leveraging involvement of an ever wider range of individuals who are seeking diverse volunteer roles and lengths of service.

<sup>16</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>17</sup> Dr. Mai Moua *Stanford Social Innovation Review, Summer, 2009*, as cited in LaPiana: *Convergence-How Five Trends Will Reshape the Social Sector*.

<sup>18</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>19</sup> GSUSA, Girl Scout Research Institute, *Good Intentions: The Beliefs and Values of Teens and Tweens Today*, 2009.

## Fund Development and Acquiring Resources... Sector Boundaries Are Blurring

**Forecast: Social virtue is no longer perceived as exclusive to the nonprofit brand.** Research reveals that amidst growing social corporate responsibility, there is a “blurring of sector boundaries [that] creates opportunities for a growing number of public-private and corporate-nonprofit collaborations to share learning and innovation. Experts note that “norms around how nonprofits do (and do not) engage politically are also shifting”<sup>20</sup>.

In addition, conditions for charitable giving are changing. One United Way states that “while still an essential context for raising funds to meet community needs, the overall value of workplace charitable giving campaigns will diminish as a result of changing workplaces, changing attitudes of potential givers and changing worker demographics---requiring new charitable solicitation strategies and the increased use of new technologies.”<sup>21</sup>

### Girl Scouts of Western Ohio “Trends”:

#### 1. Provides leadership to United Way community impact.

		% Mostly true or extremely true	
Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> .		2008 (n=585)	2009 (n=577)
The Girl Scout Council plays a meaningful role among the community's youth services.		59%	60%

#### 2. Engages businesses as sources of corporate volunteers and program sponsorship.

#### 3. Participates in local and national grant-seeking opportunities.

#### 4. Annually solicits council staff, adult volunteers, board members and parents.

#### 5. Attracts low levels of donations from council adult volunteers.

#### 6. Is perceived as “well-off” by some community groups, due to cookie sale history.

#### 7. Is perceived by volunteers as under-funded.

		% Mostly true or extremely true	
Source: Girl Scouts of Western Ohio, <i>Girl Scout Troop Leader Survey</i> .		2008 (n=585)	2009 (n=577)
The Girl Scout council receives sufficient financial support from the community.		37%	30%

#### 8. Actual revenues have declined.

Source: Girl Scouts of Western Ohio, Unaudited Comparisons, January, 2010.		2008	2009
<b>United Way Allocations</b>		\$1,368,067	\$1,180,853
<b>Contributions</b>		\$314,904	\$310,802
<b>Cookie Sale</b>		\$7,491,125	\$6,560,701
<b>Nut &amp; Candy Sale</b>		\$398,948	\$330,154
<b>Non-government grants</b>		\$105,576	\$124,204
<b>Government grants</b> * (Not receiving 2010 Montgomery County/TANF Funds.)		\$183,404	\$173,196
<b>Investment Income</b> ( Interest & Dividends)		\$544,885	\$283,536

### Challenges for Girl Scouts of Western Ohio:

1. Remaining centered in mission-driven activity, articulating a clear purpose and compelling theory of change.
2. Pursuing cross-sector partnership opportunities and alternate sources of revenue.
3. Being proactive and adept in leveraging both collaborative and competitive strategies to fulfill our mission.<sup>22</sup>

<sup>20</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).

<sup>21</sup> United Way of Greater Cincinnati, *2009 Environmental Scan: Advancing the Good in a Time of Disruptive Change*, October, 2009.

<sup>22</sup> David LaPiana, et al., *Convergence-How Five Trends Will Reshape the Social Sector*, (November, 2009).