



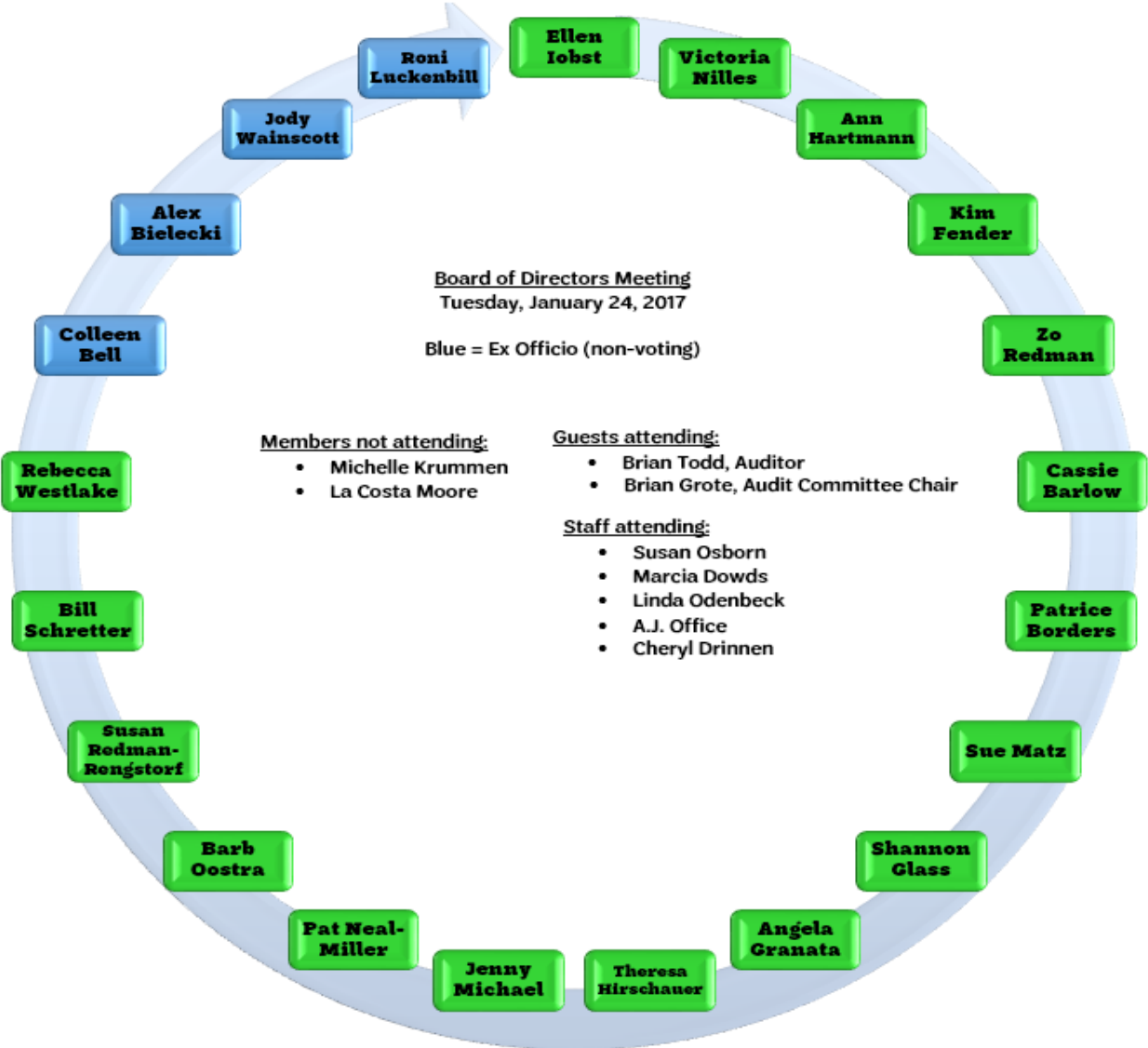
Board of Directors

Tuesday, January 24, 2017

4:30-6:30 pm

Conference Call: 1-877-621-0220, code: 475994

Approve Agenda - Roll Call



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.

Consent Agenda

Attachments A through C



Board Chair Report

Ellen Iobst, Board Chair

Report of 2016 Audit

Brian Todd, Auditor
Clark Schaefer Hackett
Attachments D through F

CEO Report

Roni Luckenbill, CEO
Attachments G through J



2016 Report on Ends



Rationale for Report Content & Format

A Task Group of Ends Monitoring (2014) provided a process and template for reporting and monitoring that:

- Brings consistency between GSWO outcome data and GSUSA data
- Assists the Board in assessing compliance with our Ends policies

Resource: *Policy Governance Principles* by Jannice Moore



Expectations: Ends Policies

Ends policies define:

- Benefits (outcomes) to be produced
- The beneficiaries (girls)
- The cost of producing them

Global End:

- Girls demonstrate courage, confidence, and character, and make a difference



Board's Assessment

1. Has the CEO made a reasonable interpretation of the Board's policy?
2. Has the CEO actually demonstrated achievement with the reasonable interpretation of the policy?



Expectations: The Ends

Girls demonstrate courage, confidence, and character, and make a difference.

Girls Discover

- A. Girls understand themselves and their values and use their knowledge and skills to explore the world.

Girls Connect

- B. Girls care about, inspire, and team with others locally and globally.

Girls Take Action

- C. Girls act to make the world a better place.

These Ends will be achieved at a cost that balances time, resources, and results.



Expectations: Ends Policies

ENDS

A) Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.

B) Connect: Girls care about, inspire, and team with others locally and globally.

C) Take Action: Girls act to make the world a better place.

- = 1) Girls Develop Strong Sense of Self + 2) Girls Develop Positive Values + 3) Girls Gain Practical Life Skills + 4) Girls Seek Challenges + 5) Girls Develop Critical Thinking
- = 1) Girls Develop Healthy Relationships + 2) Girls Promote Cooperation & Team Building + 3) Girls Resolve Conflicts + 4) Girls Advance Diversity + 5) Girls Feel Connected to Their Communities
- = 1) Girls Identify Community Needs + 2) Girls are Resourceful Problem-Solvers + 3) Advocate for Self & Others + 4) Educate & Inspire Others + Girls Feel Empowered to Act

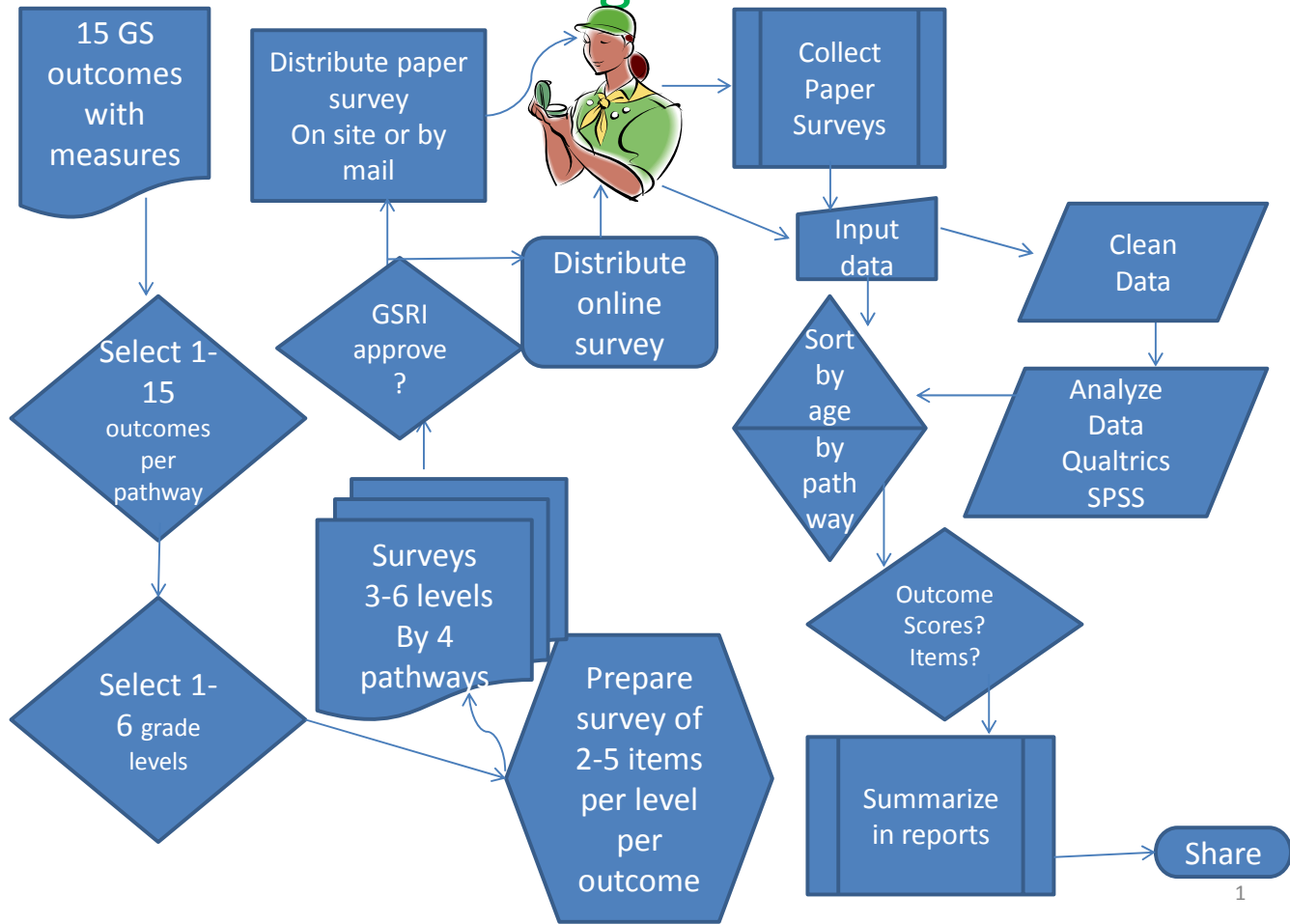
OUTCOMES

Measures of 15 Outcomes

Table 2	(A)	(B)	(C)
	Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	Connect: Girls care about, inspire, and team with others locally and globally.	Take Action: Girls act to make their world a better place.
	1. Develop Strong Sense of Self <i>*confident * feel able to achieve goals * form positive identities*</i>	1. Develop Healthy Relationships <i>*caring * communicate effectively* *protect rights * seek help as needed*</i>	1. Identify Community Needs <i>*identify issues & realistic possibilities for action*</i>
	2. Develop Positive Values <i>* guided by Promise & Law* * committed to justice & service *</i>	2. Promote Cooperation & Team Building <i>*value working together * decisions benefit group* shared goals*</i>	2. Are Resourceful Problem-Solvers <i>*set up & implement effective plans* get tools, resources & people to help*</i>
	3. Gain Practical Life Skills <i>*prepared for positive, healthy & independent future*</i>	3. Resolve Conflicts <i>*recognize & analyze situations* *develop skills*</i>	3. Advocate for Self & Others <i>*able to speak on own behalf * seeks to act for others behalf*</i>
	4. Seek Challenges <i>*positive about learning * *sets challenging goal * * takes appropriate risks*</i>	4. Advance Diversity <i>*promote inclusion * value diverse backgrounds, viewpoints & life experiences*</i>	4. Educate & Inspire Others <i>*effectively explains ideas to motivate others to act & serve*</i>
	5. Develop Critical Thinking <i>*examine various viewpoints & implication of gender issues*</i>	5. Feel Connected to their Communities <i>*feel part of larger community & *value social networks*</i>	5. Feel Empowered to Act <i>*feels empowered to use leadership skills* feels valued*</i>

2 to 5 survey items per outcome => Outcome Achievement Score

How is data generated?



Interpretation Metrics of Outcomes Benefits

“Achievement” replaces “Compliance”

Outcomes Achievement Score Average replace a benchmark (e.g., 55%)

- 1) Overall Sample/Troop Pathway \geq previous 2 year average
- 2) Camp Pathway \geq previous 2 year overall average
- 3) Series Pathway \geq previous 2 year overall average

Cost that balances time, resources, and results

- 1) Cost per girl compared to “Top 10” membership councils
- 2) Girls and adults registered/retained among “Top 10” councils



Rationale for Metrics Interpretation

1. We will compare outcome data to local outcome data
 - GSWO has year-to-year comparison data since 2008
 - GSUSA has only 2010 baseline comparisons of selected councils
 - GSUSA's revised 5 outcomes (late 2016) will be used by GSWO in 2017
2. We will compare numbers of recipients and costs to "Top 10" councils
 - Have comparable business models vs other non-profits
 - 20% (+/-) allows for accounting differences such as depreciation, etc.
3. We will measure outcome achievement score 2-year averages \geq 5% for each End
 - Eliminates reacting to "peaks & valleys" of year-to-date (e.g., 55%)
 - Promotes consistent attention to outcomes over time
 - We will monitor 3-5 year data trends to make adjustments as needed
4. We will measure 15 overall outcomes among a random sample of GSWO girls
 - Represents ~68% of members registered in long-term troop pathway
 - Is most statistically sound data base that also allows for replication
5. We will report on Brownie, Junior and Cadette grade levels
 - Reflect large % of girls vs only 5% Seniors and Ambassadors
 - Daisies (27%) are limited by reading to other report methods
6. We will measure specific sub-outcomes of short-term Camp & Series Pathway
 - Reflect studies on benefits of outdoors and links to academics
 - Aim to deliver as well as on overall (troop) benefits

Achievement Evidence – Outcomes Benefits

Table 3- Overall Achievement		Combined Outcomes Achievement Scores per End			
Ends Statements	Combined Outcomes	2014 Actual % (n=979)	2015 Actual % (n=875)	2016 Target % (average of 2014 + 2015)	2016 Actual % (n=721)
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	1.Sense of Self 2.Values 3.Life Skills 4.Challenge-Seeking 5.Critical Thinking	60%	62%	61%	63%
B). Connect: Girls care about, inspire, and team with others locally and globally.	1.Healthy Relations 2.Cooperation/Teambuilding 3.Resolve Conflicts 4.Advance Diversity 5.Feel Connected in Community	65%	72%	69%	72%
C). Take Action: Girls act to make their world a better place.	1.Identify Community Needs 2.Resourceful Problem-solvers 3.Advocate for Self & Others 4.Educate & Inspire others 5.Feel empowered to act	57%	62%	59%	63%
Combined Ends Total Averages		61%	65%	63%	66%

Achievement Evidence – Outcomes Benefits

Table 4- Grade Level Achievement		Averages of 5 Outcome Achievement Scores per End by Age					
Ends Statements	Combined Outcomes	Brownies		Juniors		Cadettes	
		2016 Target % (average 2014 + 2015)	2016 Actual % (n=259)	2016 Target % (average 2014 + 2015)	2016 Actual % (n=234)	2016 Target % (average 2014 + 2015)	2016 Actual % (n= 228)
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	1.Sense of Self 2.Values 3.Life Skills 4.Challenge-Seeking 5.Critical Thinking	59%	66%	73%	67%*	51%	57%
B). Connect: Girls care about, inspire, and team with others locally and globally.	1.Healthy Relations 2.Cooperation/Team-building 3.Resolve Conflicts 4.Advance Diversity 5.Feel Connected in Community	59%	61%	77%	80%	70%	74%
C). Take Action: Girls act to make their world a better place.	1. Identify Community Needs 2.Resourceful Problem-solvers 3.Advocate for Self & Others 4.Educate & Inspire others 5.Feel empowered to act	63%	65%	68%	73%	47%	51%
Total Ends Averages By Grade level		60%	64%	73%	73%*	53%	61%

Achievement Evidence – Outcomes Benefits

Table 5- Short-term Pathway Achievement Compared to Overall Sample		Targets		Specific Outcome Achievement Scores by Short-term Pathway	
Ends Statements	Outcomes	Representative Sample (Mainly Long-term Troop Pathway)		Camp	Series
		2016 Target % (2014 + 2015 overall averages)	2016 Actual % (2 nd quarter) n=721	2016 Actual % (3 rd quarter) n= 1937	2015-16 Actual % (Fall-Summer) n=4933
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	Develop Strong Sense of Self	70%	79%	74%	77%
	Seek Challenges in the world	58%	58%	55%	52%
B). Connect: Girls care about, inspire, and team with others locally and globally.	Promote Cooperation & Team-building	65%	64%	53%	60%
C). Take Action: Girls act to make their world a better place.	Are Resourceful Problem-solvers	62%	67%	51%	55%
Combined 4 Outcomes Achievement Score Averages		64%	66%	58%	61%

Achievement Evidence – Beneficiaries & Participation

2016 Top 10 Councils Ranked By Girl Membership	MY2016 Overall 9/30/16	Market Share 9/30/16	Renewal Rate 9/30/16	
	Girls 2016			Adults 9/30/16
GSUSA	1,805,247	6.85	59.42%	773,454
1.Nation's Capital	59,326	11.35%	67.01%	27,329
2.San Jacinto Council	58,112	8.42%	56.41%	16,381
3.Greater Chicago & Northwest Indiana	52,526	7.52%	62.21%	20,284
4.Northern California	44,187	6.89%	64.49%	29,044
5.Eastern Missouri	44,066	22.17%	60.02%	15,044
6.Girl Scouts of Western Ohio	41,440	12.23%	59.08%	13,010
7.Greater Atlanta	40,774	7.56%	53.07%	17,502
8.Greater Los Angeles	40,329	4.45%	72.17%	24,265
9.Eastern Pennsylvania	36,163	8.74%	57.72%	14,513
10.Eastern Massachusetts	32,621	11.29%	65.17%	14,862

Achievement Costs

Council	2015 Per Girl Costs By Council	
	Yearly Operating Expenses ÷ Girl Members	
2016 Top 10 Member Councils Ranked By 2015 Cost per Girl	2015 Expenses (per Annual Report) ÷ MY 2015 Girls	2015 Cost per Girl Ranked Low to High
Nation's Capital	\$15,102,000 ÷ 62,265	\$242
San Jacinto Council	\$ 16,500,000 ÷ 61,131	\$ 270
Greater Chicago and Northwest Indiana	\$15,176,795 ÷ 55,440	\$274
Eastern Missouri	\$ 12,664,250 ÷ 43,313	\$292
Girl Scouts of Western Ohio	\$12,797,271 ÷ 42,486	\$301
Greater Atlanta	\$ 15,412,032 ÷ 41,843	\$368
Northern California	\$ 17,893,444 ÷ 46,903	\$381
Eastern Massachusetts	\$13,255,043 ÷ 32,782	\$404
Greater Los Angeles	\$16,569,019 ÷ 39,262	\$422
Eastern Pennsylvania	\$17,168,107 ÷ 37,881	\$453
Average Cost per Girl 2012 All Councils (> 100)	\$313.08	



Overview & Trends

Table 9: % of Girl Scouts who achieve each outcome		2016 Brownie Final Overall			2016 BR Targets	2016 Junior Final Overall			2016 JR Targets	2016 Cadette Final Overall			2016 CD Targets	2016 BIC Final Overall		2016 Targets Overall	2017 Targets Overall	
		Brownies				Junior				Cadette/Averages								
Ends Statements & 15 Outcomes Achieved		2016 Final GSWO Brownie Cluster InfoScout (n= 29)	2015 Q4 2016 Q1-3 GSWO SEKLES BR (n=208)	2016 GSWO CAMP BR - no vol day camp (n= 442)	2014 & 2015 GSWO Home average score	2016 Final GSWO Junior Random InfoScout (n= 234)	2015 Q4 2016 Q1-3 GSWO SEKLES JR (n=198)	2016 GSWO CAMP JR - no vol day camp (n=109)	2014 & 2015 GSWO Junior average outcome score	2016 Final GSWO Cadette Random InfoScout (n= 29)	2015 Q4 2016 Q1-3 GSWO SEKLES Cadette (n=137)	2016 GSWO CAMP Cadette - no vol day camp (n= 67)	2014 & 2015 GSWO Cadette average outcome score	2016 Final B.I.C. GSWO InfoScout (n= 71)	2015 Q4 2016 Q1-3 B.J.C. GSWO SERIES n=4933	2016 B-J-C GSWO CAMP - no vol day camp n= 1937	2014 + 2015 GSWO BJC Overall Average Outcome Achieve Score	2015 + 2016 GSWO BJC Overall Average Outcome Achieve Score
DISCOVER	A. Girls understand themselves & their values and use their knowledge and skills to explore the world.				59%	67%		73%	57%			51%	63%			61%		
	[average]	66%																
	1. Develop Strong Sense of Self	68%	77%	71%	61%	97%	92%	90%	96%	72%	62%	55%	54%	79%	77%	74%	70%	76%
	2. Develop Positive Values	58%			57%	93%			88%	92%			85%	81%			76%	83%
	3. Gain Practical Life Skills (healthy/living)	71%			66%	49%			65%	12%			19%	41%			50%	
CONNECT	4. Seek Challenges in the World	77%	76%	73%	71%	38%	35%	42%	52%	59%	46%	51%	52%	58%	52%	55%	58%	57%
	5. Develop Critical Thinking	54%			40%	59%			60%	50%			48%	54%			51%	57%
	B. Girls care about, inspire & team with others locally & globally.				50%	80%			77%	74%			70%	72%			69%	
	[average]	61%																
	6. Develop Healthy Relationships	76%			76%	48%			44%	77%			73%	67%			64%	68%
BE ACTION	7. Promote Cooperation & Team Building	44%	60%	40%	47%	75%	63%	50%	79%	73%	52%	53%	71%	64%	60%	53%	65%	
	8. Can Resolve Conflicts	72%			69%	94%			94%	63%			58%	76%			73%	
	9. Advance Diversity in a Multi-cultural World	62%			62%	91%			82%	88%			78%	80%			74%	
	10. Feel Connected to their Communities, Locally & Globally	51%			44%	90%			87%	69%			71%	70%			67%	
	C. Girls act to make the world a better place.				63%	73%			68%	51%			47%	63%			59%	62%
[average]	65%																	
TOTAL	11. Can Identify Community Needs	57%			56%	61%			60%	30%			29%	49%			47%	47%
	12. Are Resourceful Problem-solvers	64%	60%	60%	62%	70%	53%	42%	64%	67%	43%	43%	60%	67%	55%	51%	62%	65%
	13. Advocate for themselves & others, Locally & Globally	59%			61%	73%			72%	39%			45%	57%			59%	
	14. Educate & inspire others to act	60%			62%	76%			69%	59%			48%	65%			59%	
	15. Feel Empowered to make a difference	83%			76%	86%			79%	58%			56%	76%			70%	
Yearly/Average 1-15 Outcomes	64%			60%	73%			73%	61%			56%	66%			63%	65%	
Two-year Average (preceding 2 years)-15 Outcomes																63%	65%	
Yearly/Average Outcomes 1,4,7,12		72%	65%	60%		61%	50%	73%		51%	51%	50%		61%	58%	64%	66%	



Preparing GIRLS to THRIVE in
Western Ohio & Southeast Indiana

2016 Program Effectiveness IMPACT REPORT

We prepare girls to thrive with 21st century skills, knowledge and character needed as courageous decision-makers, confident problem-solvers and creative thinkers who persist against challenges. With hands-on, small-group and outdoor activities, we support girls' social-emotional development in ways found to promote academic success and motivation.¹ Our girl-led approach offers self-directed learning essential to building entrepreneurial skills believed by educators to support engaged learning.²

In 2016, Girl Scouts Voices Count found that top drivers of girl satisfaction and recommendations include being excited by activities, feelings of belonging, and feeling Girl Scouts is a good use of time.³

This report highlights Girl Scouts of Western Ohio's 2016 program results.⁴ Locally and nationally, Girl Scouts address girls' needs and promote girls' success across broad interests that include the program areas below.



ENTREPRENEURSHIP: 91% of surveyed GSWO girl members (n=1,421) sold cookies in 2016. *How does Girl Scouting help?* As the world's largest girl-led business, the Girl Scout cookie program helps girls gain goal-setting, money-management, decision-making, business ethics and people skills.



OUTDOORS: 87% of surveyed GSWO girl members who do outdoor activities (n=1,222) say they are "a lot of fun." *How does Girl Scouting help?* Girls with more frequent and lengthy outdoor experiences are more likely to seek challenges and be better at solving problems.⁵



TAKE ACTION / Community Service: 72% of surveyed GSWO girl members who promote Girl Scouts (n=741) agree a lot that "In Girl Scouts I feel like I can make a difference." *How does Girl Scouting help?* Community service that includes reflection activities and social-emotional skills (problem-solving and relationship building) is more apt to impact personally and academically.⁶



STEM: 68% of surveyed GSWO girl members who do STEM activities (n=881) say they are "a lot of fun." Research shows that girls interested in STEM like to solve problems and persist against obstacles. *How does Girl Scouting help?* Skills gained in Girl Scouting, such as problem-solving and willingness to seek and take on challenges, support academic achievement and engagement.⁷



HEALTHY LIFE SKILLS: 77% of surveyed GSWO girl members (n=1,378) agree a lot that "In Girl Scouts I feel I belong." 66% of surveyed GSWO girl members (n=1,359) agreed a lot that "In Girl Scouting girls work together to solve problems." *How does Girl Scouting help?* 72% of Girl Scouts on average,⁸ care about, inspire, and team with others. Girl Scout JOURNEY® activities help girls develop self-confidence, healthy living practices and relationship skills. Middle school girls gain healthy relationships to prevent bullying in Be A Friend First® (BFF).⁹

Conclusions About Ends

Evidence indicates achievement...

- Overall achievement of the Global ENDS

- Ends A, B, C – random sample of Girl Scouts

- Grade Level Achievement

- Costs – align with “Top 10” Councils

Partial achievement of outcomes subsets

- Exceptions: Series & Camp

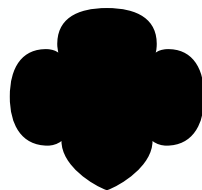
- Improvements} Problem-solving, Challenge-seeking & Teaming

Bring Focus to 5 Outcomes in 2017



Motion

That the board accepts the monitoring report for Policy 1.0, Global End, as reasonable interpretation and in compliance.



Fund Development Task Group

Theresa Hirschauer, Chair
Attachment K

Governance Task Group

Victoria Nilles, Chair
Attachments L & M

Outdoor Experience & Property Task Group

Sue Matz, Chair



GSWO Property Update

January 2017



Property Update Agenda



Review November Agreements



Administrative Service Centers – Plan, Status & Timeline



Camp Plan – Status & Next Steps



Outdoor Experience Task Group Role



Reporting to Board



Outdoor Experience Task Group

November 2016 Board Motions

The board supports:

1. The recommendations for the multi-year camp plan and the administrative facility plan.
2. Taking action to market and prepare to sell the empty lot in Lima and the Toledo office.
3. Investigate the purchase or lease of a new Toledo office, using the funds from the sale of the current Toledo office.
4. The board authorizes \$1.7 M for the administrative facility renovations, using the proceeds from the Lake Pointe property, the Lima empty lot and the asset replacement fund.

ADMINISTRATIVE SERVICE CENTERS

Plan and Timeline

Renovate to
Better Use Buildings
for Volunteers, Staff
and Girls



ADMINISTRATIVE SERVICE CENTERS

Facility	Develop Project Specifications	Project Bids Solicited	Construction Starts	Construction Complete
Lima Service Center	January	February	April	August
Woodhaven				
Duffy Lodge	January	February	March	May
Sweetbriar Lodge	January	February	April/May	August
Program Barn Conversion	January	February	March/April	June
Dayton				
Indoor access to treehouse and lower level	Mid Feb	Mid March	Mid April	Mid/Late June
Parking / Exterior	Mid Feb	Mid March	June	August
Staff Area	Mid Feb	Mid March	Mid May/June	August
Cincinnati				
North East side/ Warehouse	Mid March	Mid April	Mid May	August/early Sept.
Lobby / Admin area	Mid March	Mid April	June	August/early Sept.



ADMINISTRATIVE SERVICE CENTERS

Lake Pointe Property Sale

Board Motion – September 2016

That the board authorize Roni Luckenbill, CEO, to sign a six month agreement to work with a realtor to market and sell the Lake Pointe property at a cost that is no less than 5% over the appraised value with a minimum of \$600,000.

Board Motion – September 2016

That the board gives Roni Luckenbill, CEO, the authority to negotiate an offer of not less than \$750,000.

Lake Pointe Property Update

**Signed agreement
with CBRE to market
Lake Pointe property
for \$950,000**

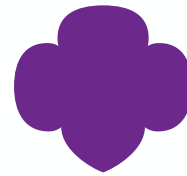
ADMINISTRATIVE SERVICE CENTERS

Purchase / Sale

Facility	Projected Initiation Date	Status
Lake Pointe Property	Now	Signed agreement w/ CBRE Realtor (\$950K)
Lima – Empty Lot	Now	Preparation to list w/ “For Sale By Owner” Company (<i>for flat fee</i>)
Toledo Office		
Develop Specifications for New Facility	June /July	
Put Existing Facility on Market	September	



Camp Improvement Plan



**Camp
Woodhaven**

**Camp
WhipPoorWill**

**Camp
Stonybrook**

**Camp
Butterworth**

**Camp
Libbey**

**Camp
Rolling Hills**

Camp Planning Process

Camp property recommendations based on:

board criteria	usage statistics
program surveys	property condition
maintenance needs	safety considerations

Process

- Initial feedback received from a diverse group of volunteers / “campers”
- Proposed multi-year timeline established
- Task group is in preliminary stages of budget development and evaluation of project importance versus cost



Camp Plan

Implement Best Practices

- **Provide Shower Houses** and “**Flushies**” – standardized materials and layout; increased privacy
- **Kitchen Unit** – new style: metal roof with metal siding
- **Tent Unit Structure** – reduce total number and use new style with interconnected boardwalk
- **Large, Multi-function Program Shelter** – to be added at WhipPoorWill, Stonybrook and Butterworth

Camp Plan - Three Phases

Phase 1 – 2017

- **Camp WhipPoorWill**
- **Camp Stonybrook**
(Director's Cabin only)
- **Camp Woodhaven:**
(complete existing project)

Phase 2 – 2018

- **Camp WhipPoorWill**
- **Camp Butterworth**
- **Camp Stonybrook**

Phase 3 – 2018/19

- **Camp Libbey**
- **Camp Rolling Hills**

17- 18 Camp Plan Projects - Status

Facility	Time Frame	Special Funding/ Purpose
Woodhaven		
High Ropes Renovation	Complete	Myeerah Sale
Playground	Complete	Honor Christie West's Daughter
Butterworth		
Beehive Renovation	Complete	Capital – Set “best practices” for future lodge renovation
Program Shelter	2017 /2018	Camp Plan - Set “best practices” for future program shelters
WhipPoorWill		
New Bath House / Flushies & renovated Pool House	March – June	Camp Plan
Dining Hall Renovate	2017 /2018	Storm Shelter & camp staff offices
High Ropes Renovation	June 2017	Program Demand
Towhee Lodge Renovation	2017 /2018	Improve Usability
Stonybrook		
Director's Cabin	June 2017	Tornado Damage + expansion
Libbey		
Dining Hall Floor	June 2017	Grant Funded: Engineering Study – for Floor Replacement

Camp Plan - Next Steps

Outdoor Experience Task Group will :

- Review usage
- Solicit volunteer/girl feedback
- Prioritize camp plan recommendations based on data and board principles
- Review camp project plans and timeline
- Monitor implementation
- Keep board informed



Questions?



CEO Performance Review

Ellen Iobst, Board Chair

Attachments N & O

CEO Performance Review Process

Board Policies:

4.4 Monitoring CEO Performance

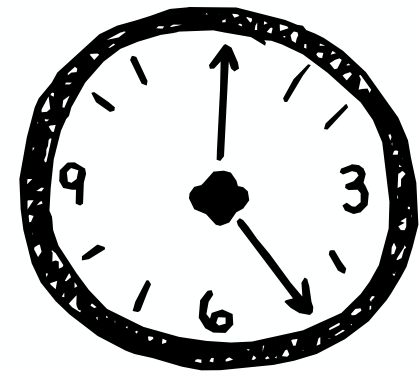
4.5 CEO Compensation and Benefits

Timeline:

January 25 – Meeting with CEO

February – Committee meets

March 28 – Board Meeting/Executive Session



CEO Performance Review Process

Policy 4.4:

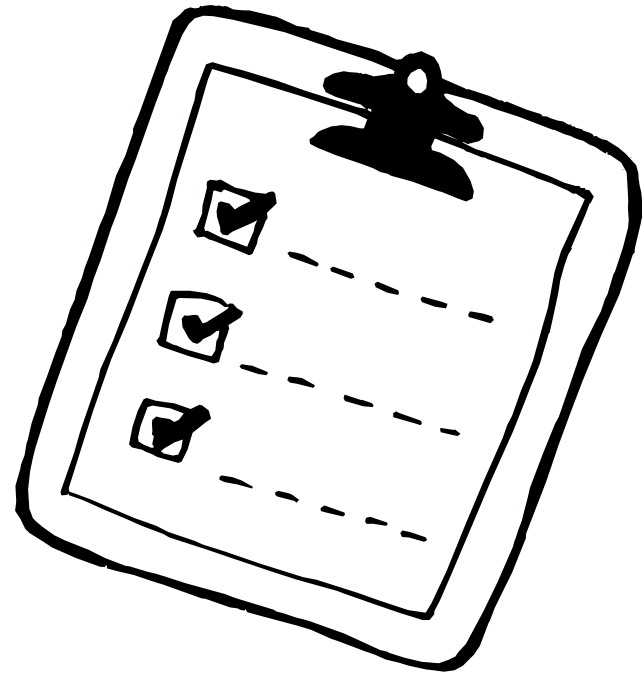
Systematic and rigorous monitoring of CEO performance based solely against the only expected CEO job outputs: organizational accomplishment of board policies on **Ends** and organizational operation within the boundaries established in board policies on **Executive Limitations**.



CEO Performance Review Process

Policy Monitoring:

1. Internal reports
2. External reports
3. Direct board inspection



CEO Performance Review Process

Policy 4.5

The board shall negotiate a written employment understanding with the CEO that will stipulate **compensation and benefits** for the CEO.



CEO Performance Review Process

Compensation Surveys:

1. United Way and Leadership Council
2. Barnes Dennig
3. Employers Resource Association
4. Largest Girl Scout Councils
5. GuideStar

How Did We Work?

Shannon Glass, Board Monitor

Items for Next Agenda

Ellen Iobst, Board Chair

Adjournment

