2015 Year-End Report on Ends

1.0 Global End: 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 their world a better place.

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

Date of Report to the Board: January 26, 2016

I hereby present my monitoring report on the Ends Policy according to the schedule set out. I certify that the information contained in this report is true, and represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.

Signed _____, CEO   Date: __1/15/16___

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

 ▲ **This overall Ends result is the highest priority.**

CEO INTERPRETATION
Interpretation of Global End:
I define overall Global End achievement as the combined achievement of Ends statements A, B and C above. These Ends are the "good" results to be achieved for girls ages 5-17 in Girl Scouts of Western Ohio who register as Girl Scout members in numbers and at costs justified by comparison to "top-ten" Girl Scout councils defined by GSUSA.

Interpretation of Ends Statements (A,B,C):
I interpret each of the Ends statements (A,B,C) by applying GSUSA's framework (GSUSA, *Transforming Leadership*, 2008) that organizes the benefits or outcomes of the *Girl Scout Leadership Experience* by the three "Leadership Keys" (*Discover, Connect, Take Action*) and distributes 5 of the 15 outcomes[1] to each statement as shown below in **Table 1**.

Table 1

ENDS		OUTCOMES				
A) Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	=	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
B) Connect: Girls care about, inspire, and team with others locally and globally.	=	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
C) Take Action**:** Girls act to make their world a better place.	=	1. Girls identify Community + Needs	2. Girls Are Resourceful + Problem-Solvers	3.Advocate for Self + & Others	4.Educate & Inspire + Others	5. Girls Feel Empowered to Act

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Operational Definitions (Measures):

I have adopted OUTCOME ACHIEVEMENT SCORES as the primary measure of the 15 outcomes, which are comprised of specific knowledge, skills, behaviors and values gained by girls in Girl Scouting as described in GSUSA publication *Transforming Leadership* (2008). Overall, ENDS are made up of OUTCOMES which are measured by survey items that are translated into OUTCOME ACHIEVEMENT SCORES. Outcome Achievement Scores are determined using GSUSA National Program Evaluation System (NPES).

This system is utilized to define the Outcome Achievement Scores based on the following rationale: 1) The system's grade level-differentiated survey items were developed, tested and revised by GSUSA staff in partnership with local councils and positive youth development experts. 2) The NPES offers (without charge to councils) the analytics of *Qualtrics*® software which combines each girl's replies to two to five survey items (of knowledge, skill, behavior, etc.) per outcome into one *Outcome Achievement Score.* 3) The validity of the process is referenced in the combination of GSUSA's *Transforming Leadership* (2008) and GSUSA's National Program Evaluation System which is available to all councils across the US. (Documentation, including that of sampling processes, is available upon direct inspection.)

Table 2 shows the types of survey concepts or items that comprise each of the 15 individual OUTCOME ACHIEVEMENT SCORES.

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

I note that these *outcomes* measures are distinct from other NPES measures used by Girl Scouts of Western Ohio. *Attributional* and *process* measures are other NPES measures used by Girl Scouts of Western Ohio (in part) to assure use of the Girl Scouts' three processes: girl-led, cooperative and experiential learning which, in partnership with trained adult partners, comprise Girl Scouting's unique *theory of change.* GSUSA, (*Transforming Leadership, 2008*) states that "these three processes promote the fun and friendship that have always been so integral to Girl Scouting." Documentation of these additional measures is available upon request or through direct inspection.

EVIDENCE OF ACHIEVEMENT
Achievement of the Global End and Ends Statements A,B,C is shown in Table 3

Table 3- Overall Achievement

Ends Statements	Combined Outcomes	Combined Outcomes Achievement Scores per End			
		2013 Actual % (n=836)	2014 Actual % (n=979)	**2015 Target %** (average of 2013 + 2014)	**2015 Actual %** (n=875)
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	64%	60%	62%	**62%**
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	72%	65%	68%[2]	**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%	57%	57%	**62%**
Combined Ends Total Averages		**64%**	**61%**	**62%**	**65%**

Table 3 shows that for End Statements A,B,C, girls in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[3]* (defining each End), that when averaged together surpass or meet* GSWO's 2015 target (previous 2-year average) for that End. *No scores are lower than targets.

This evidence is consistent with my interpretation of achievement. (Please see page 9, definitions #1 and 3 for interpretation details and rationale). I therefore report overall achievement (compliance).

Evidence of overall Ends results by age-level subgroups is shown in Table 4.

Table 4- Grade Level Achievement		Averages of 5 Outcome Achievement Scores per End by Age					
		Brownies		Juniors		Cadettes	
Ends Statements	Combined Outcomes	2015 Target % (average 2013 + 2014)	2015 Actual % (n=356)	2015 Target % (average 2013 + 2014)	2015 Actual % (n=271)	2015 Target % (average 2013 + 2014)	2015 Actual % (n= 248)
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	57%	**62%**	74%	**70%***	54%	**54%**
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	62%	**57%***	77%	**78%**	66%	**77%**
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%	**66%**	70%	**66%***	39%	**53%**
Total Ends Averages By Grade level		**61%**	**62%**	**74%**	**71%***	**53%**	**61%**

Table 4 shows that for …

Brownies –
a) Among End Statements A and C, Girl Scout Brownies in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[4]* (defining each End), that when averaged together surpass or meet* GSWO's 2015 target (previous 2-year average) for Ends A & C. *No scores are lower than targets for Ends A and C.
b) In contrast, for End Statement B, Brownies in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[5]* (defining End B), that meets* (but does not surpass) GSWO's 2015 target (previous 2-year average) for End B. *The score is no more than 5% lower than the target for End B.

Juniors –
a) Among End Statements A and C, Girl Scout Juniors in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[6]* (defining each End), that when averaged together meet* GSWO's 2015 target (previous 2-year average) for that End. *Scores are no more than 4% lower than targets.
b) For End Statement B, Juniors in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[7]* (defining End B), that meets* (and slightly surpasses) GSWO's 2015 target (previous 2-year average) for End B. *The score is not lower than the target for End B.

Cadettes –
a) Among End Statements B and C, Girl Scout Cadettes in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[8]* (defining each End), that when averaged together surpass or meet* GSWO's 2015 target (previous 2-year average) for Ends B and C. *Scores surpass targets by 11% and 14% respectively for Ends B and C.
b) For End Statement A, Cadettes in Girl Scouts of Western Ohio actually reflect a combined average from [5] *Outcomes Achievement Scores[9]* (defining End A), that when averaged together meets* GSWO's 2015 target (previous 2-year average). * *Unlike 2014, no Girl Scout Cadette scores miss the targets.*

This evidence supports my interpretation of achievement (page 9, definitions #1 and 3). I therefore report achievement (compliance) by age or grade level. *This is an improvement over 2014*.

Evidence of results by short-term pathways is shown in Table 5.

Table 5- Short-term Pathway Achievement Compared to Overall Sample		Targets		Specific Outcome Achievement Scores by Short-term Pathway	
		Representative Sample (Mainly Long-term Troop Pathway)		Camp	Series
Ends Statements	Outcomes	2015 Target % (2013 + 2014 overall averages)	2015 Actual % (2nd quarter) n=875	2015 Actual % (3rd quarter) n= 1826	2014-15 Actual % (Fall-Summer) n=4498
A). Discover: Girls understand themselves and their values and use their knowledge and skills to explore the world.	Develop Strong Sense of Self	72%	72%	**72%**	**77%**
	Seek Challenges in the world	62%	57%	**52%**	**50%**
B). Connect: Girls care about, inspire, and team with others locally and globally.	Promote Cooperation & Team-building	65%	67%	**51%**	**59%**
C). Take Action: Girls act to make their world a better place.	Are Resourceful Problem-solvers	58%	67%	**34%**	**53%**
Combined 4 Outcomes Achievement Score Averages		**64%**	**66%**	**52%**	**60%**

Table 5 shows that among Girl Scouts during…

Camp-
a) For ENDS statement A, 2015 summer campers in Girl Scouts of Western Ohio actually reflect a combined average for a specific subset of *Outcome Achievement Scores* (Strong Sense of Self and Seek Challenges), that when averaged together (72%, 52%) only partially meet* GSWO's previous *overall* representative sample's two year average or targets (72%, 62%) for those 2 specific outcome(s). *Scores are more than 5% lower than one [of two] targets for Ends A.
b) In addition, among ENDS statements B and C, 2015 summer campers in Girl Scouts of Western Ohio reflect a combined average for specific subsets of *Outcome Achievement Scores* (B: Cooperation/Teambuilding and C: Resourceful Problem-solvers), that when averaged together (B: 51%, C: 34%) fall short of GSWO's previous *overall* representative sample's two year average or targets (65%, 58%) for those 2 specific outcome(s). *Actual scores are 14% to 24% lower than targets for Ends B and C.

Series-
a) For ENDS statement C, 2015 series participants in Girl Scouts of Western Ohio actually reflect a combined average for a specific subset of *Outcome Achievement Scores* (Resourceful Problem-solvers), that when averaged together (53%) meets*[within 5%] GSWO's previous *overall* representative sample's two year average or target (58%) for the 1 specific outcome. *The actual score is no more than 5% lower than the target for Ends C.
b) For ENDS statement B, 2015 series participants in Girl Scouts of Western Ohio actually reflect a combined average for a specific subset of *Outcome Achievement Scores* (Cooperation & Team-building), that when averaged together (59%) does not meet*[within 5%] GSWO's previous *overall* representative sample's two year average or target (65%) for the outcome. *The actual score is 6% lower than the target for Ends B.
c) With mixed results, for ENDS statement A, 2015 series participants in Girl Scouts of Western Ohio actually reflect a combined average for a specific subset of *Outcome Achievement Scores* (Strong Sense of Self and Seek Challenges), that when averaged together (77%, 50%) surpasses GSWO's previous *overall* representative sample's two year average or targets (72%) for Strong Sense of Self but falls short of the second outcome (challenge-seeking). *The latter score is more than 5% lower than Ends A target.

This evidence deviates from my interpretation of achievement (page 9, definitions #2 and 3). I therefore report partial achievement (compliance) of pre-specified outcomes by camp and series pathways.

Evidence of 2015 Girl Scouts of Western Ohio registered Girl Scout membership is shown in Tables 6, 7a and 7b.

Table 6 Girl Scout Membership among "Top-10" Councils[10]

Council	Girl Membership						Adult Membership	
2015 Top 10 Councils Ranked By Girl Membership	**MY2014 Overall 9/30/14**	**MY2015 Overall 9/30/15**	**Overall Market[11] Share**		**Overall Renewal Rate**		**MY2014 Overall 9/30/14**	**MY2015 Overall 9/30/15**
			2014	**2015**	**2014**	**2015**		
GSUSA (updated MY2014 overall count)	2,004,584	1,881,232	7.58%	7.14%	60.6%	58.16%	809,413	784,205
1.Nation's Capital	63,243	62,265	12.18%	12.00%	67.65%	67.59%	25,938	26,326
2.San Jacinto Council	61,256	61,131	9.00%	8.97%	56.2%	57.34%	18,044	17,181
3.Greater Chicago & Northwest Indiana	61,416	55,440	8.74%	7.89%	65.36%	59.28%	21,202	21,381
4.Northern California	50,541	46,903	7.91%	7.34%	64.97%	62.72%	31,359	31,566
5.Eastern Missouri	40,263	43,313	20.21%	21.75%	58.51%	61.07%	15,763	15,464
6.Girl Scouts of Western Ohio	**42,183**	**42,486**	**12.36%**	**12.46%**	**57.28%**	**59.52%**	**13,215**	**12,858**
7.Greater Atlanta	43,026	41,843	7.99%	7.77%	57.69%	55.34%	16,687	17,014
8.Greater Los Angeles	40,704	39,262	4.46%	4.30%	67.45%	66.93%	22,723	23,958
9.Eastern Pennsylvania	40,066	37,881	9.63%	9.10%	57.37%	58.67%	14,246	14,509
10.Connecticut	38,114	35,151	13.37%	12.33%	59.68%	58.26%	17,133	16,809

Table 6 shows that the number of girls registered (42,486) by Girl Scouts of Western Ohio in the 2015 membership year (October 1, 2014 to September 30, 2015) positions the council within the "top-10" Girl Scout councils by GSUSA. The 2015 Girl Membership count, market share and renewal rate are all improved over 2014. In addition, one of the highest market shares (12.46%) continues to be efficiently achieved when considering overall adult membership.

This evidence is consistent with my interpretation of achievement (page 9, definition #4 and page 10, rationale #6). I therefore report membership achievement (compliance) as compared among "top-10" Girl Scout Councils.

Table 7a Girl Scouts of Western Ohio membership among internal geographic regions.

Table 7a[12]	Girl Members		Current Girl Market Share[13]		Girl Retention Rate		Adult Members (^Includes lifetime members)		Adult: Girl Ratio	
	2014	**2015**	2014	**2015**	2014	**2015**	2014	**2015**	2014	**2015**
Toledo	9000	**9464**	14.70%	**15.46%**	54.64%	**53.72%**	2120	**1957**	1:4	**1:5**
Lima	4065	**3868**	9.97%	**9.49%**	56.68%	**60.44%**	1197	**1147**	1:3	**1:3**
Dayton	10210	**10498**	11.33%	**11.65%**	59.56%	**56.84%**	3505	**3422**	1:3	**1:3**
Cincinnati	18229	**17951**	12.55%	**12.35%**	62.07%	**63.21%**	5936	**5836**	1:3	**1:3**
Adjacent county residents	679	705					457	496		
TOTAL GSWO	42,183	**42,486**	12.36%	**12.46%**	57.28%	**59.09%**	13,215^	**12,858**	1:3	**1:3**

Table 7a shows that the 2015 market shares in four regions (Toledo, Lima, Dayton, Cincinnati) range from about 10% of Lima's decentralized small-town and rural girl population to about 15% of the girl population in Toledo's more densely populated counties. There was increased market share in 2 regions and improved retention in 2 other regions.

Each region's 2015 market share is higher than GSUSA's country-wide 2015 market share of 7.14%.

This evidence is consistent with my interpretation of achievement (page 10, rationale #6). I therefore report membership achievement (compliance) among regional populations by geography.

Table 7b[14]	Minority Girl Actual		Minority Girl Market Share		Hispanic Girl Actual		Hispanic Girl Market Share	
	2014	**2015**	2014	**2015**	2014	**2015**	2014	**2015**
GSWO Total	10,203	**10,219**	12.79%	**12.82%**	1827	**1898**	10.97%	**11.40%**

Table 7b shows the minority and Hispanic members participating in all of Girl Scouts of Western Ohio.

Evidence of 2015 Girl Scouts of Western Ohio justifiable cost is shown in Table 8a and 8b.

Table 8a Girl Scouts of Western Ohio 2015 Costs Per Girl

Council	2014 GSWO Per Girl Cost	2015 GSWO Per Girl Cost
	2014 Operating Expense ÷ 2014 Girl Members	2015 Operating Expense ÷ 2015 Girl Members
Girl Scouts of Western Ohio	\$11,731,327 [15] ÷ 42,183 = \$278	**\$12,797,271[16] ÷ 42,486 = \$301**

Table 8a shows that the 2015 Girl Scouts of Western Ohio's "cost per girl" is \$301.

Table 8b Girl Scout Council 2014 Costs Per Girl Among 2015 "Top-10" Membership Councils

Council	2014 Per Girl Costs By Council	
	Yearly Operating Expenses[17] ÷ Girl Members	
2015 Top 10 Member Councils Ranked By 2014 Cost per Girl	**2014 Expenses (per Annual Report) ÷ MY 2014 Girls**	**2014 Cost per Girl Ranked Low to High**
Nation's Capital	14,622,000 ÷ 63,243	\$231
Greater Chicago and Northwest Indiana	15,576,424 ÷ 61,416	\$254
San Jacinto Council	15,800,000 ÷ 61,256	\$258
Girl Scouts of Western Ohio	**\$11,731,327 [18] ÷ 42,183**	**\$278**
Connecticut	11,047,034 ÷ 38,114	\$290
Eastern Missouri	12,129,895 ÷ 40,263	\$301
Northern California	17,623,167 ÷ 50,541	\$349
Greater Atlanta	15,683,284 ÷ 43,026	\$364
Greater Los Angeles	15,196,140 ÷ 40,704	\$373
Eastern Pennsylvania	16,361,994 ÷ 40,066	\$408
Average Cost per Girl 2012 All Councils (> 100)	**313.08**[19]	

Table 8b shows how Girl Scouts of Western Ohio's per-girl cost ranks within the "top-10" councils' 2014 cost-per-girl. GSWO's 2015 per-girl-cost (\$301) is within 20% (+/- \$60) of at least half of the "top-10" councils' 2014 per-girl costs.

In addition, the 2015 cost compares favorably (at 4% difference), with the 2012 average cost per girl (\$313) among all (over 100) Girl Scout councils in the United States.

This evidence is consistent with my interpretation of achievement (page 9, definition #4 and page 10, rationale #6). I therefore report achievement (compliance) at justifiable cost.

CONCLUSIONS and COMPREHENSIVE VIEW OF ENDS ACHIEVEMENT
Influencers of Future Action
Table 9

Table 9: % of Girl Scouts who achieve each outcome

Ends Statements & 15 Outcomes Achieved	BR 2015 Final GSWO Brownie Cluster Personify (n=356)	BR 2014 Q4 2015 Q1-3 GSWO SERIES BR (n=2059)	BR 2015 GSWO CAMP no vol day camp (n=560)	BR 2013 & 2014 GSWO Brownie avg outcome achieve score	JR 2015 Final GSWO Junior Random Personify (n=271)	JR 2014 Q4 2015 Q1-3 GSWO SERIES JR (n=1412)	JR 2015 GSWO CAMP no vol day camp (n=844)	JR 2013 & 2014 GSWO Junior avg outcome achieve score	CD 2015 Final GSWO Cadette Random Personify (n=248)	CD 2014 Q4 2015 Q1-3 GSWO SERIES Cadette (n=1027)	CD 2015 GSWO CAMP Cadette no vol day camp (n=422)	CD 2013 & 2014 GSWO Cadette avg outcome achieve score	BJC 2015 Final B-J-C GSWO Random Personify (n=875)	2014 Q4 2015 Q1-3 B-J-C GSWO SERIES n=4498	2015 B-J-C GSWO CAMP no vol day camp n=1826	2015 Targets Overall (2013+2014)	2016 Targets Overall (2014+2015)	Notes
A. Girls understand themselves & their values and use their knowledge and skills to explore the world.																		
[averages]	62%			57%	70%			74%	54%			54%	62%			62%	61%	
1. Develop Strong Sense of Self	64%	78%	62%	57%	95%	92%	89%	96%	57%	62%	65%	61%	72%	77%	72%	72%	70%	
2. Develop Positive Values	67%			53%	87%			88%	89%			84%	81%			75%	76%	
3. Gain Practical Life Skills (healthy living)	67%			66%	60%			65%	17%			21%	48%			50%	50%	
4. Seek Challenges in the World	73%	71%	59%	72%	46%	37%	41%	56%	51%	42%	57%	60%	57%	50%	52%	62%	58%	miss target
5. Develop Critical Thinking	40%			40%	62%			66%	55%			46%	52%			51%	51%	
B. Girls care about, inspire & team with others locally & globally.																		
[averages]	57%			62%	78%			77%	77%			66%	72%			68%	69%	
6. Devlop Healthy Relationships	79%			75%	48%			46%	80%			75%	69%			65%	64%	
7. Promote Cooperation & TeamBuilding	49%	65%	46%	50%	77%	61%	55%	79%	76%	52%	53%	66%	67%	59%	51%	65%	65%	weak
8. Can Resolve Conflicts	70%			69%	95%			93%	65%			50%	77%			70%	73%	
9. Advance Diversity in a Multi-cultural World	66%			62%	81%			84%	86%			73%	78%			73%	74%	
10. Feel Connected to their Communities, Locally & Globally	43%			54%	88%			86%	77%			68%	69%			69%	67%	
C. Girls act to make the world a better place.																		
[averages]	66%			63%	66%			70%	53%			39%	62%			57%	59%	pass target
11. Can Identify Community Needs	61%			52%	51%			67%	30%			22%	47%			47%	47%	
12. Are Resourceful Problem-solvers	66%	66%	54%	61%	66%	50%	38%	65%	69%	43%	34%	49%	67%	53%	34%	58%	62%	compare to camp & series
13. Advocate for themselves & others, Locally & Globally	63%			62%	68%			75%	48%			45%	60%			61%	59%	
14. Educate & inspire others to act	64%			62%	68%			66%	57%			35%	63%			54%	59%	
15. Feel Empowered to make a difference	77%			78%	77%			80%	62%			44%	72%			67%	70%	
Yearly Average-15 Outcomes	62%			61%	71%			74%	61%			53%	65.27%					pass target
Two-year Average (preceding 2 years)-15 Outcomes																62%	63%	
Yearly Averages Outcomes 1,4,7,12		70%	55%			60%	56%			60%	52%			60%	52%	64%	64%	miss target

Table 9 shows a comprehensive view of the *overall achievement of Ends* as shown in Table 3. Unlike in 2014, it shows the achievement of *End Statement C* (Girls act to make the world a better place) among age/grade level subsets, as shown in Table 4. By contrast, partial achievement by series or camp sub-groups is shown as summarized in Table 5.

While the partial achievement of Ends within camp and series sub-groups does not detract from the overall achievement or compliance with the overall Ends, there is evidence that efforts similar to those resulting in 2015's grade level progress towards success are needed in short-term series and camp opportunities.

Having demonstrated *overall achievement of Ends (Table 3) AND improved performance among grade-level subsets (Table4) at* a cost that balances time, resources and results (Tables 6 and 8a-b), I plan to apply first year gains of our multi-year strategy to address specific short-term pathway outcome needs, as follows:

1. Continue staff education on specific *Girl Scout Leadership Experience* efforts that lead to TAKE ACTION.
2. Increase staff understanding of evaluation process and how survey items can be reflected in girls' experience.
3. Reinforce daily camp staff debriefing on building team-work and accessing resources to solve problems.

- Supplemental Notes -
CEO's Interpretation of Achievement

Interpretation of Achievement Details: (Metrics, Benchmark and Comparison)

I have defined achievement as the following:

1) Among an *Overall* Girl Scouts of Western Ohio (GSWO) Representative Sample and age-based sub-samples by age grade-level: For each End Statement, girls in Girl Scouts of Western Ohio will reflect a combined average from [5] *Outcomes Achievement Scores*[20] (defining each End)*,* that when averaged together surpass or meet* GSWO's previous 2-year average for that End. [Evidence for 2015 is shown in Tables 3 and 4.]

2) Among Camp and Series Pathway Participants: For each ENDS statement, girls in Girl Scouts of Western Ohio will reflect a combined average for a specific subset of *Outcome Achievement Scores* that are appropriate for that Pathway, that when averaged together surpass or meet* GSWO's previous *overall* representative sample's two year average for the specific outcome(s). [Evidence for 2015 is in Table 5.]

3) *For "Meeting" Previous Two-year Average Targets: "Meeting" means "numerically equal or not more than 5% lower", if a data inspection of 3 to 5 years shows no consistent downward progression.

4) For Justifiable Cost that Balances Time, Resources, and Results: Girl Scouts of Western Ohio will demonstrate performance that is within a (+/-20%) range of the average of "top-10" Girl Scout councils for a) cost per girl and b) number of girls registered as Girl Scouts (total girl members**).** I define "annual cost per girl" as the council's annual expenses divided by the number of girl members registered in that membership year (October-September). [Evidence for 2015 is shown in Tables 6 and 8a-b.]

Rationale for Interpretation:

The rationale and background for my interpretation of achievement is as follows:

1)   Internal Versus External Outcomes Standards: Girl Scouts of Western Ohio has a recorded history (since 2008) of measuring Outcomes annually; but, the external standard of achievement established by GSUSA in 2010 (and used by GSWO in 2012 and 2013) has not been updated since 2010. As a substitute for the dated GSUSA external comparison, our council's data provides more relevant comparison given rates of change of both girls and the program's national and local resources. (If GSUSA updates their outcome data-base, we will compare relevant GSWO Outcomes to this external benchmark the year it is available.)

2)   Overall Outcomes Population: Using an overall representative sample of currently registered GSWO girl members provides the most statistically sound data base reflecting the overall performance of the council. (Note: This sample reflects on Girl Scouts who participate in a troop or group experience, not as an individual member. The majority [88%] of Girl Scouts [sampled in spring 2015] were registered with troops. By the end of the membership year [9/30/15], about 73% of Girl Scouts were served in troops.)

3)   Overall Outcomes by Age / Grade Level Groups: Highlighting subsets of Brownies, Juniors and Cadette grade levels from among the overall stratified sampling of currently registered GSWO girl members (who participate mostly in troop environments) ensures that we meet the needs of important cohorts (Brownies: 29%, Juniors:22%, Cadettes:15% of members) who have different developmental needs. Even though Girl Scout Daisies represent 28% of membership, their reading level limits participation in this type of evaluation but we do collect troop leader reports (available upon direct inspection). Girl Scout Seniors and Ambassadors (only 6% of members) could be evaluated as needed.

4)   Specific Outcomes By Interest Group and Pathways: Outcomes specific to *Camp* and *Series* Pathways were selected based on GSUSA's studies related to outcomes linked to the Out-of-doors and to academic benefits. Achievement is targeted to surpass or meet* *overall* achievement targets for that outcome, as a reasonable expectation given the focus of staff time and expertise deployed to members with specific interests in and/or limited availability for participation.

5)   Outcomes Target Trends: Given sampling error /statistical variation in girl-generated data, it is reasonable that a target is *met* "if the current combined average is not more than 5% lower than the combined previous two-year average". To check for gradual decline (downward trending), a 3 to 5-year data comparison can further classify outcomes achievement, as needed.

6)   External Comparison of Membership and Costs: Utilizing the "top-10" Girl Scout councils for comparison of "justifiable cost" is reasonable as they represent the most comparable data base given similarity of the Girl Scout business model vs. other non-profit organizations[21] and reflections of overall girl/volunteer trends affecting Girl Scouts as a whole. The 20% (+/-) reflects variability in year to year fluctuations within Council(s) data, such as inclusion or exclusion of depreciation and capital improvement costs. In addition, internal comparison of market share by GSWO region, is offered as a reasonable expectation from member and community stake-holders that membership be representative of the regional populations.

7)   Comprehensive View: A detailed table of Outcome Achievement Scores by age level for the current and past two years is also provided to the Board as a comprehensive reference document. The additional detail provides perspective to the Board for action plans and targets for the council's future multi-year efforts to grow performance.

[1] These 15 outcomes of the *Girl Scout Leadership Experience* are under review by GSUSA and are predicted to be reduced in 2016.
[2] Reflects the effects of rounding. See Table 9.

[3] Outcomes Achievement Scores result from combining the results of 2-5 survey items per outcome for each grade-level-differentiated survey. Qualtrics©-based calculations of Outcomes Achievement Scores for each outcome are then "averaged" for each year.
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[10] GSUSA, *InfoScout: PR112*, December, 2014.

[11] The "Market" is defined as the US Census population (e.g., girls ages 5-17), as shown in Nielsen software, who are potential GS members in the council's jurisdiction. According to *InfoScout (Zip210)* the size of the girl population in zip codes where GSWO had registered members changed in the MY2015 report to 340,851 (down 363) from 341,214 in MY2014. According to US Census Bureau estimates (Table 1:April,2010-July, 2015), Ohio's [total] population total was 11,613,423 on July 1, 2015, a 0.67% increase since the 2010 US Census. (Source: https://en.wikipedia.org/wiki/Ohio)

[12] Source of membership comparison by region is GSUSA's InfoScout: MBR006, sorted by counties within each region.

[13] GSUSA expresses "Market Share" as a percent where the numerator is the actual number of girls registered and the denominator is the potential girl population. This is a different way of expressing the same information if calculated by dividing actual girl members by the total potential population for this demographic and age level. The later expression was previously used by GSWO and is expressed as "1 in X." The lower the "1 in X", the higher the percentage of the population served. For comparability with other councils, this report expresses Market Share by percent. The source is GSUSA InfoScout: MBR006, sorted by counties.

[14] Source: GSUSA, *InfoScout MM110* and *InfoScout Zip210.*

[15] The 2014 GSWO expense figure is a 12-month projection in a 9-month year during transition to a different fiscal year.

[16] Girl Scouts of Western Ohio, Finance Director, per audit.
[17] Yearly expenses are found in each council's annual report or on line #18 of each council's Form 990.

[18] The 2014 GSWO expense figure is a 12-month projection in a 9-month year during transition to a different fiscal year.

[19] GSUSA, *Council Statistical Information* (rev 7-2014)*,* retrieved from https://pearl.**girl**scouts.org/Resources/**Council** Statistical Information - Rev 7-2014.docx.

[20] Outcomes Achievement Scores result from combining the results of 2-5 survey items per outcome for each grade-level-differentiated survey. Qualtrics©-based calculations of Outcomes Achievement Scores for each outcome are then "averaged" for each year.

[21] Annual per-youth costs of preventive and youth development programs ranging from $**135 to $1000. (***Making Out-of-School-Time Matter*, RAND Corporation, 2005)