

2013 Year-End Report on Ends

1.0 Global End: Girls demonstrate courage, confidence, and character, and make a difference, at a justifiable cost that balances time, resources and results.

-GIRLS DISCOVER-

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

-GIRLS CONNECT-

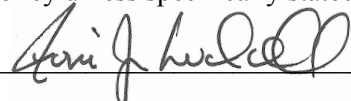
- C. Girls care about, inspire, and team with others locally and globally.

-GIRLS TAKE ACTION-

- D. Girls act to make their world a better place.

Date of Report to the Board: January 17, 2014

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: 1/17/14

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

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

CEO INTERPRETATION

Interpretation of Compliance:

In order to report compliance with the overall Ends, I am defining overall Ends compliance as the combined compliance of Ends statements A, B, C, and D above.

Interpretation of Ends:

The Ends are defined as the outcomes of the Girl Scout leadership development program. Using the Girl Scout program's defined theory of change, which is based on non-formal, experiential, and cooperative learning, the program promotes girls' personal development and leadership. Partnering with caring adult volunteers, girls design fun and challenging activities that empower them and raise their voices within a local, national, and global sisterhood.

Interpretation of Benchmarks:

Compliance quality and quantity will be demonstrated against internal and external benchmarks. Internal quality indicators include Girl Scouts of Western Ohio outcomes, which align with GSUSA's 15 outcomes and are distributed in three focus areas: DISCOVER, CONNECT and TAKE ACTION. Quantifiably, I report *total* compliance when the established internal benchmark of at least 55% of respondents answer affirmatively to *all* survey items asked of members in each of the following Girl Scout pathways: 1) *Troop Pathway*, 2) *Camp Pathway*, 3) *Series Pathway*, 4) *Event Pathway*. For the purposes of this report, the *Troop Pathway* may be seen as carrying more informative weight because (through systematic sampling) the *Troop Pathway* results statistically represent the greatest number of girl members, compared to Series, Event and Camp pathway results.

Externally, for consistency, Search Institute regional data continues to be used as part of external comparison. Compliance "progress" is reached when greater than 70% of Girl Scout survey item responses meet this benchmark.¹

¹ This is consistent with 70% of "positive" Search Institute survey item responses that meet or surpass 55% among age-eligible females in the school population. In the 24 developmental assets aligned with GSWO outcomes, indicators & survey items, 42 of 60 (70%) survey item response percentages met or surpassed 55% in a 2007 Search Institute *Attitudes & Behaviors Survey* of 3266 7th & 11th grade girls in southwest Ohio/N.KY.

As in previous years, “compliance by age progression” will be demonstrated when the overall results for an indicator do not meet 55%, but there is evidence of age-level progression towards achievement of the benchmark at older ages. This is consistent with the progressive nature of *positive* youth development defined as a “process that prepares young people to meet the challenges of adolescence and adulthood through a coordinated, progressive series of activities and experiences that help them to become socially, morally, emotionally, physically and cognitively competent.”²

In addition, external comparison is provided by GSUSA’s Girl Scout Research Institute which developed, tested and refined a national evaluation system that includes grade-level-specific outcomes surveys and differentiated items to measure 15 Girl Scout leadership experience outcomes. In partnership with the national system, Girl Scouts of Western Ohio compares its results to a subset of GSUSA’s baseline data.³ Based on comparison GSUSA data, the **comparison national grade level benchmarks** mean that **at least 13 of 15 Brownie, 13 of 15 Junior and 7 of 15 Cadette Outcomes “Achievement Scores”**⁴ from Girl Scouts of Western Ohio troop pathway data **need to meet 55%**.

Interpretation of Justifiable Cost:

To interpret justifiable cost, per girl annual costs can be compared to annual per-youth costs of preventive and youth development programs ranging from \$135 to \$1000.⁵

EVIDENCE OF COMPLIANCE

All pathways except Series and all ENDS except D (Take Action) demonstrate “compliance progress” (at least 70% of outcome items at or above benchmark) or “compliance by age-progression”. This is important because it shows that Girl Scouts of Western Ohio (*with this noted exception*) exceeds the “norm” established by analyzing behaviors and attitudes of “at large” 7th and 11th grade female students.⁶

Evidence of Benchmarks:

Compliance with the Ends policy is based on confirmation of compliance with each Ends statement (A, B, C, D). A detailed analysis of this compliance is found in Table 3 on page 4. Overall progress in 2013 (compared to 2011 & 2012) is evidenced by percents of troop, camp, series and event pathway survey items⁷ which meet or surpass the 55% benchmark.

Evidence of overall benchmarks by pathway is shown in Table 1 as follows:

Table 1: Evidence of Overall ENDS Compliance Compared By Pathway and Year

Global End	Troops Pathway Drawn from 27,460 girls (2013 survey items=220)	Camp Pathway Reflect 1470 respondents (2013 survey items=91)	Series Pathway Reflect 1815 Community & 6140 Educ. Outreach respondents (2013 survey items=94)	Events Pathway Reflect 3399 respondents (2013 survey items=39)
2013	89% of survey items met the benchmark	91% of survey items met the benchmark.	66% of items (65% community & 67% EO) met benchmark.	97% of survey items met the benchmark
2012	86% of survey items met the benchmark	89% of survey items met the benchmark.	65% of items (61% community & 67% EO) met benchmark.	97% of survey items met the benchmark
2011	88% of survey items met the benchmark.	99% of survey items met the benchmark.	76% of survey items met the benchmark.	97% of survey items met the benchmark.

² GSUSA, *Paths to Positive Youth Development*, 2003.

³ Comparison GSUSA data sets: Brownie (n=1582), Junior (n=1538) and Cadette (n=1261) were gathered ONLINE [only] in March-May, 2010 by Girl Scouts of USA, using cluster sampling among invited councils. Overall response rate was 18% (n=7788) among 6 grade levels. Qualtrics©-based calculations of Outcomes Achievement Scores were revised and released for comparison by GSUSA in summer, 2012 to be consistent with Qualtrics©- based calculations used by GSWO.

⁴ Outcomes Achievement Scores result from combining a subset of sub-outcome responses from individuals completing a majority of sub-outcome survey items. If a survey participant does not reply to a majority of sub-outcomes survey items, that respondent is “disqualified” from calculations of one or more outcomes scores in Qualtrics©. As a result the number of outcomes achievement scores can be less than the number of total survey respondents.

⁵ Newman, Smith, and Murphy, 2000, as cited in *Making Out-of-School-Time Matter*, RAND Corporation, 2005. The annual costs collected in 1999 included the following organizations and annual costs/youth: The After School Corporation-\$1,000; Teen Outreach Program-\$572; Boys & Girls Club-\$139; Girl Scouts of USA-\$135. In addition, the Better Business Bureau, *Wise Giving Alliance*, “Standards For Charitable Accountability” 2003, as retrieved 1/5/2010 from <http://www.bbb.org/us/Charity-Standards/>. “This section of the standards seeks to ensure that the charity spends its funds honestly, prudently and in accordance with statements made in fund raising appeals. To meet these standards, the charitable organization shall... Spend at least 65% of its total expenses on program activities.”

⁶ This is consistent with 70% of “positive” Search Institute survey item responses that meet or surpass 55% among age-eligible females in the school population. In the 24 developmental assets aligned with GSWO outcomes, indicators & survey items, 42 of 60 (70%) survey item response percentages met or surpassed 55% in a 2007 Search Institute *Attitudes & Behaviors Survey* of 3266 7th & 11th grade girls in southwest Ohio/N.KY.

⁷ Survey data was collected in the 2013 membership year from Fall, 2012-Fall, 2013. Troop data reflects random samples of Girl Scout troop leaders (n=314), Juniors (n=350), Cadettes, Seniors, Ambassadors (n=218) participating by US mail, email and phone as well as cluster samples of Brownies (n=314). Camp data reflects actual campers in the following groups: Brownies (n=548), Juniors (n=365), Cadette/Senior/Ambassador leadership (n=233). Series includes actual participants in the following groups: Educational Outreach Brownies (n=2600), Educational Outreach Juniors (n=1303) & Educational Outreach Cadettes/Seniors/Ambassadors (n=2237) as well as Community Volunteer Series Daisy/Brownies (n=1376), Juniors (n=324 and Cadettes/Seniors/Ambassadors (n=115). Event activity evaluations include Daisy/Brownie (n=1155) and Junior/Cadette/Senior/Ambassadors (n=2244).

Table 2 shows evidence of benchmarks by most populated grade levels (TROOP Brownies, Juniors, Cadettes).

Girl Scouts of Western Ohio's 2013 total impact matches that of GSUSA in 2010. **Both local and national Brownie and Junior outcomes achievement scores met the 55% benchmark in at least 13 of 15 (87%) of outcomes.**

Local and national Cadette outcomes achievement scores met the benchmark in only 7 of 15 (47 %) of outcomes.

GSUSA findings reflect solely online respondents from a cluster sample of invited councils⁸, unlike GSWO's findings which reflect US mail, email and phone respondents from stratified random samples of Juniors through Ambassadors and cluster samples of Brownies.

Table 2

15 Girl Scout Outcomes		% of Girls Achieving each Outcome by GS grade level ⁹									
		Brownie			Junior				Cadette		
		GSUSA 2010 n=1582	GSWO 2012 n=402	GSWO 2013 n=314	GSUSA 2010 n=1538	GSWO 2011 n=322	GSWO 2012 n=322	GSWO 2013 n=350	GSUSA 2010 n=1261	GSWO 2012 n=207	GSWO 2013 n=172
D I S C O V E R	1. Develop Strong Sense of Self	75.5%	61%	57%	96%	96%	95%	96%	69%	63%	71%
	2. Develop Positive Values	57%	56%	59%	88%	88%	87.5%	87%	83%	85.5%	87%
	3. Gain Practical Life Skills	75.5%	65%	67%	64%	66.5%	63%	61%	26.5%	28.5%	21%
	4. Seek Challenges	74%	75%	75%	47%	35%	46%	53%	58%	49%	67%
	5. Develop Critical Thinking	49%	39%	41%	59%	73%	56%	63%	49%	44%	51%
C O N N E C T	1. Develop Healthy Relationships	87%	77%	78%	53%	63%	47%	53%	77%	80%	84%
	2. Promote Cooperation & Team Building	51%	45%	55%	74%	80%	72%	76%	62%	63%	66%
	3. Resolve Conflicts	71.5%	67%	71%	86%	92%	92%	92%	49%	47%	49%
	4. Advance Diversity	80%	65%	67%	85%	86%	82%	86%	72%	75%	76%
	5. Feel Connected to their Communities	71%	40%	62%	87%	89%	86%	87%	64%	67%	72%
A C T	1. Identify Community Needs	70%	58%	53%	57%	69%	54%	65%	32%	26%	20%
	2. Are Resourceful Problem-Solvers	72.5%	66%	64%	59%	71%	68%	69%	48%	49%	47%
	3. Advocate for Self & Others	58%	57%	66%	60.5%	77%	62%	74%	50%	42%	48%
	4. Educate & Inspire Others	65%	59%	64%	55%	63%	48%	62%	34%	42.5%	31%
	5. Feel Empowered to Act	88%	77%	80%	70.7%	75.5%	65%	79%	40%	53%	37%
# Total Outcomes Achieved (Scores ≥ 55%)		13	12	13	13	14	11	13	7	6	7

Key to Highlights: Green = Comparative Strength, Yellow = Comparative Caution/Potential Challenge, Pink = Weakness

⁸ GSUSA's response rate was 18% overall compared to 2013 GSWO's response rates of 63% (Junior girls) and 39% (Cadette girls).

⁹ Due to the use of GSUSA's grade-level-differentiated survey items, progression *between grade levels* (e.g., Junior to Cadette) cannot be shown, even though age progression within each grade level (e.g., progress from 4th to 5th grade among Junior grade level girls) is calculated at the survey item level.

Table 3: Evidence of Compliance of ENDS statements A,B,C,D by Pathway and Year

Ends By Years	Troops Pathway Drawn from 27,460 girls (2013survey items)	Camp Pathway Reflect 1470 respondents (2013survey items)	Series Pathway Reflect 7955 respondents (2013survey items)	Events Pathway Reflect 3399 respondents (2013survey items)
A. Girls understand themselves and their values.				
2013	87% of survey items (26/30) met benchmark ¹⁰	100% of survey items (17/17) met benchmark	80% of survey items (12/15) met benchmark	100% of survey items (10/10) met benchmark
2012	90% of survey items (27/30) met benchmark	93% of survey items (13/14) met benchmark	80% of survey items (12/15) met benchmark	100% of survey items (10/10) met benchmark
2011	88% of survey items (14/16) met benchmark	100% of survey items (12/12) met benchmark	80% of survey items (12/15) met benchmark	100% of survey items (9/9) met benchmark
B. Girls use their knowledge and skills to explore the world.				
2013	82% of items (37/45) met benchmark. ¹¹	95% of survey items (21/22) met benchmark	72% of items (16/25) met benchmark	100% of survey items (6/6) met benchmark
2012	82% of items (37/45) met benchmark.	94% of survey items (17/18) met benchmark	64% of items (16/25) met benchmark	100% of survey items (6/6) met benchmark
2011	83% of items (20/24) met benchmark.	100% of survey items (16/16) met benchmark	71% of survey items (12/17) met benchmark	100% of survey items (4/4) met benchmark
C. Girls care about, inspire, and team with others locally and globally.				
2013	96% of survey items (66/69) met benchmark	79% of survey items (19/24) met benchmark	69% items (6/12 community & 12/14 EO) met benchmark & 1 shows age progression @ 73% ¹²	92% of survey items (12/13) met benchmark
2012	91% of survey items (63/69) met benchmark	79% of survey items (15/19) met benchmark	79% of survey items (22/28) met benchmark	93% of survey items (13/14) met benchmark
2011	91% of survey items (29/32) met benchmark	100% of survey items (27/27) met benchmark	87% of survey items (28/32) met benchmark	93% of survey items (13/14) met benchmark
D. Girls act to make their world a better place.				
2013	82% of items (62/76) met benchmark ¹³	93% of survey items (26/28) met benchmark.	50% of items (8/12 community & 6/16 EO) met benchmark & 5 show age progression ¹⁴ (19 of 28=68%)	100% of survey items (10/10) met benchmark
2012	82% of items (63/77) met benchmark	91% of survey items (20/22) met benchmark.	45% of items (14/31) met benchmark & 3 show age progression (17 of 31=55%)	100% of survey items (8/8) met benchmark
2011	90% of items (38/42) met benchmark	96% of survey items (25/26) met benchmark.	62% of survey items (15/24) met benchmark & 3 show age progression. (18/24=75%)	100% of survey items (9/9) met benchmark.

¹⁰Statistically significant (p≤ .000), but weak (Pearson’s R= - .259) , Cadette progression shows in 26% of 8th graders versus 50% of 7th and 68% or 6th graders who said “Even if I don’t agree, I usually go along with my friends’ opinions.” [Note reverse wording.] Although not statistically significant, Brownie progression shows among 48% of 3rd graders versus 40% of 2nd graders who said, “In GS, I get to do things myself.”

¹¹ Statistically significant (p≤ .019), but weak (Pearson’s R= .133), is observed by troop leaders by grade level- Dsy=14%, Br.=23%, Jr.=22%, Cd.=28%, Sr=43% & Ambassador=50% who say “Girls think about what they see on TV and if it’s healthy for them.” Although not statistically significant, Brownie progression shows in 55% of 3rd graders versus 52% of 2nd graders who said, “I help decide how my GS troop/group spends any money we earn.”

¹² Community SERIES responses showed age progression among 53% of Cadette/Senior/Ambassadors versus 47% of Juniors who said “I am able to tell when someone is being treated badly because of the way they look.” Seven of 12 community items + 12 of 14 Educational Outreach items=19/26 total series items or 73%.

¹³ Five additional items (missing the benchmark) showed age-based progression. Statistically significant (p≤ .004), although weak (Pearson R = .162), inconsistent development is observed by troop leaders by the time girls are Seniors (Dsy=22%, Br.=25%, Jr.=35%, Cd.=54%, Sr=57% & Ambassador=50%) saying that “ When choosing a community project, girls think about whether they can finish it on time.” Statistically significant (p≤ .000), but weak (Pearson R = .267), consistent development is observed by troop leaders (Dsy=26%, Br.=38%, Jr.=49%, Cd.=72%, Sr=93% & Ambassador=100%) saying that “ Girls look to books & the Internet to provide the information they need for Girl Scout projects.” Statistically significant (p≤ .050), but weak (Pearson R = .111), inconsistent development is observed by troop leaders (Dsy=51%, Br.=49%, Jr.=49%, Cd.=56%, Sr=71% & Ambassador=100%) saying that “Girls speak up for what is right, even when not popular.” Although not statistically significant, Brownie progression shows in 57% of 3rd graders versus 46% of 2nd graders who said, “In GS, I learn to make and fix things with my hands.” There is also grade-based, though not statistically significant, progression among 29% of 5th graders compared to 21% of 4th graders who say “In GS, I get to take the lead on activities.”

¹⁴ Consistent (not statistically significant) grade level progression shows in 3 Educational Outreach SERIES items that missed the overall benchmark. Cadettes (45% 6th , 46% 7th 49% 8th grades), Seniors (50% 9th & 51% 10th grades), Ambassadors (59% 11th & 61% 12th grades) think of ways to help when they read or hear about other people’s problems. Cadettes (43% 6th , 47% 7th 46% 8th grades), Seniors (50% 9th & 53% 10th grades), Ambassadors (67% 11th & 70% 12th grades) “speak up for what is right even when it is not popular”. By the time girls are Ambassadors, 45% 11th graders and 57% 12th graders said they “take the lead on activities”. Two Community SERIES items show progression. JUNIOR progression is reported from 48% of 3rd graders to 52% 4th and 53% 5th graders who say “I tell people when they are being unfair to me.” CADETTE grade level progress is reported from 17% 5th graders to 25% 6th , 33% 7th and 50% 8th graders who say “In GS, I get to take the lead on activities.”

Evidence of Justifiable Cost

The basic annual cost of providing the Girl Scout program is \$299 per girl and is made up of support from the council and troop money-earning.

Evidence of 2013 Girl Scout Recipients

Table 3	Girl Members	Current Market Share ^[1]	Girl Retention Rate	Minority Girl Members	Minority Market Share	Hispanic Girl Members	Hispanic Market Share	Adult Members	Adult : Girl Ratio
Toledo	9,948	1 in 6.7	60.4%	1,114	1 in 5.4	322	1 in 5.7	2,032	1:4.9
Lima	4,095	1 in 9.2	52.2%	305	1 in 9.1	91	1 in 3.3	1,050	1:3.9
Dayton	11,707	1 in 7.9	60.2%	1,486	1 in 6.0	276	1 in 3.4	3,432	1:3.4
Cincinnati	17,912	1 in 7.8	60.6%	2,974	1 in 7.1	471	1 in 6.6	5,723	1:3.1
TOTAL	43,662	1 in 7.7	59.6%	5,879	1 in 6.4	1,160	1 in 5.2	12,237	1:3.6

[1] Market share is calculated by dividing actual girl members by the total potential population for this demographic and age level. It is expressed as "1 in X." The lower the market share the higher the percentage of the population served.