



CRITERIA FOR BOARD OF DIRECTORS

THE BOARD OF DIRECTORS

THE POSITION

The Board of Directors is elected every year by the council's Annual Meeting of the General Assembly. Terms of service are two (2) years. Although Board members are elected as individuals, the Board of Directors functions as one body in deliberating and making policy level decisions. This is done through active participation at board meetings, generally at least four board meetings per year.

In carrying out its responsibilities, the Board of Directors functions in the major areas of (1) setting strategic direction, (2) providing oversight, and (3) ensuring resources. The Board sets the strategic direction of the Council and approves the Council's strategic priorities. It is responsible for monitoring and evaluating the organization's progress in achievement of goals, priorities and the Girl Scout Mission. The Board ensures that appropriate resources exist to carry out the strategic priorities.

Board members are accountable for understanding, accepting and interpreting the philosophy and purpose of Girl Scouting; attending Board meetings; maintaining up to date knowledge concerning Board work; maintaining the confidentiality of Board work until such time as it is released for general information; supporting Board action; participating in meetings of the Council; carrying out assignments as delegated by the Chair of the Board of Directors; and demonstrating a willingness to donate a meaningful, annual personal gift and some capital campaigns as well as assist in identifying and approaching other sources of funds. Board members are responsible for ensuring and maintaining an understanding of demographic, cultural, social and economic trends nationally and internationally and their implications for Girl Scouting.

BOARD RESPONSIBILITIES

BROAD OVERVIEW

Setting Strategic Direction

- Maintain focus on Girl Scout mission
- Ensure that the Council has a robust process in place for creating strategy
- Establish direction and approve the Council's strategic priorities
- Delegate authority for strategy implementation and management to the CEO
- Articulate, safeguard, model and promote Girl Scouts values

Ensuring the Necessary Resources

- Develop policies related to the generation of financial resources
- Ensure that necessary resources are made available for implementation of Council's strategy
- Ensure that the Council has the right leadership

Providing Oversight

- Establish financial policies to protect assets and ensure accountability
- Ensure compliance with applicable laws and ethical standards
- Monitor progress toward strategic priorities and evaluate outcomes
- Regularly review the performance of the CEO
- Regularly assess the Board's own performance

THE CANDIDATE

QUALIFICATIONS & EXPERIENCE

- The model candidate will have a proven reputation based upon strategic business acumen, with a track record of driving growth for international, high-performance businesses.
- Prior board experience is desirable, but not required.
- Girl Scouts recognizes the value of diversity and endeavors to have a Board representative of its membership base.

PERSONAL CHARACTERISTICS

- Passion and affinity for the Girl Scouts mission and purpose.
- Highest standards of personal and professional integrity and ethics. Commitment to a culture of transparency and open communication at the Board level and throughout the organization.
- Willingness to devote (i) time to carrying out duties and responsibilities effectively; (ii) talent through application of experience and functional expertise as well as networking; and (iii) treasure through a meaningful monetary contribution.
- Analytical and able to evaluate strategy, acquisitions, business plans, financial issues and people in a constructive manner.
- Forward thinking and strategic, yet pragmatic and operationally strong, with a commitment to building long-term stakeholder value.
- Dedicated to accountability and continuous improvement with a belief in innovation as a key success factor.
- Executive wisdom: ability to provide informed and thoughtful counsel to the CEO and Board.
- Willingness to share examples based upon experience, articulate a point of view, take tough positions, and constructively challenge management.
- Excellent listening skills. Values board and team performance over individual performance and will show respect for others.
- Commitment to active engagement in a new board role. Sufficient time to carry out the duties of Board membership.

- While diversity of thought among the Board is critical and encouraged, the personality/chemistry must be a fit with the other Board members.

RECOMMENDED

CRITERIA

- Bring resources
 - Senior level executives who have access to top-level decision makers in their companies or communities
 - Volunteer fund-raising experience in a major non-profit fund- raising campaign
- Connections to resources in the community and willingness to open doors
- Visionary
- Strategic thinker
- Business strategy or change expert—experience with national corporations or national non-profits
- Marketing expertise
- Senior expert with Internet strategy experience
- Top finance CPA with CFO experience
- Senior leader in company with focus on women/girls
- Externally facing—has achieved a leadership position within her/his field
- Executives in top three layers of a major corporation
- Business strategy experience
- Ability to connect with audiences to tell the Girl Scout story
- Ability to lead and manage change
- Recognized leader
- Expert on girls’ and women’s issues
- Expertise in K-12 education
- Create increased revenue for Council
- Make a personally significant gift to Council
- Participate in some Capital Campaigns
- Give or get a significant contribution or gift

2022 – 2023 Desired Criteria

For the 2022-2023 Elections, these are the priority characteristics that a candidate will possess:

- Racially/ethnically diverse in any of these categories:
 - American Indian/Alaskan
 - Asian
 - Black/African American
 - Hawaiian
 - Hispanic
- Lives or works in one of these sections of our council:
 - East (Ashtabula, Trumbull, Mahoning, Columbiana County)
 - South (Stark, Carroll, Tuscarawas County)
 - West (Lorain, Erie, Huron, Sandusky, Seneca county)
- Property expertise-including fields such as:
 - Construction
 - Land Use
 - Planning
 - Architecture
 - Landscape Architecture
 - Property Management
- Entrepreneurship expertise
- Money to give
- Access to money (Corporate Foundations, Individuals, etc).

For the 2022-2023 Elections, these are the preferred characteristics that a candidate will possess:

- Rural identification
- Male
- Racial and Age Diversity
- Law expertise
- Communications
- Fund Raising
- Open to taking risks
- Innovator leadership style
- Experience with Board Development