

Culture of Engagement Survey Report 2025

Table of Contents

Section	Page
Report	1
Appendix A – 2024 Recommendation Updates	6
Appendix B – Demographics	9
Appendix C – Detailed Survey Results	13
Appendix D – Open-Ended Response Summary	44

To receive a copy of the full report with all appendices, please fill out this form:

<https://bit.ly/gskCOE>

The report is attached in the automated response email.

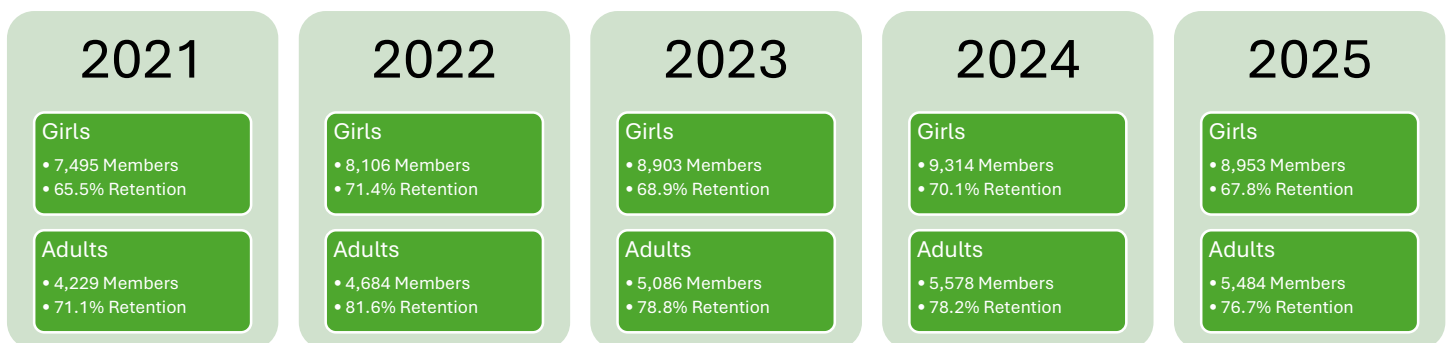
Survey Objective & Purpose

Objective – To seek adult member input about their satisfaction, sense of belonging, engagement, and support of key council functions.

Purpose – The survey provides insights and assigns numeric values to leading indicators that predict the future state of the council. It can identify and anticipate trends and what might happen at our council. It identifies areas that place our council at risk and allows for investigation and process changes to mitigate that risk.

State of Membership

Our post-covid dedicated membership base provides a strong foundation for council growth. These numbers are a lagging indicator used to assess the current membership state of the council at specific points in time. Our council’s girl membership was in a steady state of decline from 2008 to 2021. It grew from 2022 to 2024 and declined in 2025.



Survey Summary from Audit Committee

- This year’s survey had a lower response rate than desired.
- Overall, the survey responses show steady results or improvement.
- Our members are more likely to recommend Girl Scouting as a good place to volunteer by 5 points over last year.
- Our member satisfaction remains steady in the exceeding expectations category.
- Their sense of community raised by 1 point.
- Their sense of belonging remained the same or gained in all aspects, including a 7 point increase in the organization treats everyone with respect and a 6 point gain in perspectives like mine are included in decision making.

Survey Distribution & Responses

The survey was conducted from October 1st to October 31st, which included a one-week extension due to low responses. It was sent to 5,381 registered adults in the 2024-2025 troop year. The initial email and 4 reminder emails were sent on Wednesday's from the Salesforce Marketing Cloud and included the recipient's anonymous link.

Year	Population	Responses (Rate)	Margin of Error @ 95% Confidence Level
2017		274 (5.0%)	
2019		333 (7.3%)	
2021		204 (5.3%)	
2023	4,752	407 (8.6%)	4.7%
2024	5,252	414 (7.9%)	4.6%
2025	5,381	223 (4.1%)	6.4%

Our lower response rate this year means that there is a lower confidence level that our survey results represent those of the entire council. Standard practice indicates that a 6.4% margin of error is acceptable for non-critical decisions; however, 5% or less is needed to inform major decisions around policy or funding.

- We're 95% confident that the results from our sample reflect the true opinions or characteristics of the entire population, within $\pm 6.4\%$.
- Let's say 60% of our sample said "yes" to a question.
 - With a 6.4% margin of error, we can be 95% confident that between 53.6% and 66.4% of the entire population would also say "yes."

Survey Demographic Summary

Demographics compare Survey Respondent and Adult Member percentages.

- Our survey respondents are skewed toward members who are older than 35 and have been a volunteer more than 3 years.
- Of our Troop Leaders who responded, they are skewed toward our older girls (Juniors & Above) in multi-level or mega troops, are older than 35, and have more than 5 years of service.

Proportionate – These demographics have a similar percentage between Adult Members and Survey Respondents: Service Area, Race, Lifetime vs Annual, Council Delegation, Decision Influencing, GSK Volunteers, Troop Volunteers, Troop Other, Administrative Volunteers, and Primary Caregiver.

Disproportionate – These demographics do not have a similar percentage Adult Members and Survey Respondents: Age Ranges, Years of Service, Troop Leader, Troop Grade Level, Troop Type, Troop Leader & Age Range, and Troop Leader & Years of Service.

- **Age Range:** Survey respondents under 34 are 20% fewer compared to adult members.
- **Years of Service:** Respondents with <2 years are 21% fewer than those with 3+ years.
- **Troop Leaders:** Responded at a 37% higher rate than non-leaders.
- **Troop Grade Level:** Daisies & Brownies troop volunteers responded 28% less than Juniors–Ambassadors.
- **Troop Type:** Multi-Level/Mega troops responded 13% more than Single/Undefined troops.
- **Troop Leader & Age:** Leaders aged 18–34 responded 7% less than those over 35.
- **Troop Leader & Service:** Leaders with 1–4 years responded 13% less than those with 5+ years.

Survey Results Summary – Everyone

The survey results below represent the Everyone responses. Specific results on demographic subgroups can be found in the Survey Results section.

Net Promoter Score Questions

The Net Promoter Score (NPS) is an indicator of both loyalty and growth. It is based on one question assessing the likelihood of recommending volunteering with Girl Scouts of Kentuckiana to others. The way people answer the question creates three ways to group members:

- **Promoters** rated the recommendation question a 9 or a 10. They are considered loyal enthusiasts who will refer others to Girl Scouting, fueling growth.
- **Passives** rated the recommendation question a 7 or an 8. They are satisfied, but unenthusiastic about Girl Scouts and are unlikely to recommend volunteering to others.
- **Detractors** rated the recommendation question a 6 or below. They are unhappy about their Girl Scout experience and can damage the brand and impede growth through negative word-of-mouth.

How to Calculate NPS Score (Example)

NPS = Promoters – Detractors

NPS = 52% - 19% = 33

GSUSA NPS Benchmarking Scale

50+ = Exceeding Expectations

35-49 = Meeting Expectations

20-34 = Below Expectations

Less than 19 = At Risk

Based on your volunteer experience over the past troop year, how likely are you to recommend Girl Scouting as a good place to volunteer to a friend, family member, or co-worker?

Our adult members are slightly more likely (5 points) to recommend Girl Scouts as a place to volunteer in 2025 than they were in 2024. It returned to the Meeting Expectations category.

2017	2019	2021	2023	2024	2025
18	40	53	30	33	38

Likert Scale Questions

The Likert scale provides five-seven possible answers to a statement or question that allows respondents to indicate their positive-to-negative strength of agreement or strength of feeling regarding the question or statement. The responses can then be coded with a ranked number to allow for analysis. In this survey, the responses are coded from 1 (most positive) to 5 (most negative).

How to Calculate Likert Score (example)

Total Top 2 Positive Response Percents

40% + 34% = 74%

GSK's Likert Benchmarking Scale

71+ = Exceeding Expectations

51-70 = Below Expectations

Less than 50 = At Risk

How would you rate your satisfaction with your volunteer experience at Girl Scouts over the last year?

Our adult member satisfaction remained steady from 2023 to 2025 in the Exceeding Expectations category.

2021	2023	2024	2025
80	74	74	74

Please rate your agreement with the following statement: Girl Scouts of Kentuckiana is a place where I feel a sense of community and feel valued, which inspires me to play an important role in changing the lives of the girls we serve.

Our adult members sense of community raised by 1 point from 2024 in 2025. It remains in the Exceeding Expectations category.

2017	2019	2021	2023	2024	2025
60	74	85	76	75	76

Please indicate your agreement with the following statements regarding your sense of belonging.

Our adult members sense of belonging grew over 2024 except for feeling respected remained the same. Perspectives like mine are included in decision making raised by 6 points, but is still in the Below Expectations category.

	2021	2023	2024	2025
Based on who I am, I feel heard.	74	72	70	71
Based on who I am, I feel respected.	87	83	79	79
Based on who I am, I feel valued	82	77	72	75
The organization treats everyone with respect.	77	75	73	80
Perspectives like mine are included in decision making.	68	64	62	68

Please indicate your agreement with the following for you to remain engaged/become more engaged as a volunteer with Girl Scouts of Kentuckiana.

These questions were revised to measure agreement instead of importance in 2025, so there is no trend data.

	2025
GSK tries to make the national Girl Scout program as fun and engaging as possible.	77
GSK provides explanations for decisions that are made.	64

At Risk Subgroup Scores

All subgroups with at least one At Risk score are summarized below.

Subgroup (Response - % of Total)	Adult Members	Responses	Likely to Recommend	Satisfaction	Sense of Community	I feel heard.	I feel respected.	I feel valued.	GSK treats everyone with respect.	Perspectives included in decision making.	Girl Scout program fun and engaging.	Explanations for decisions made.
Troop Grade Level: Daisy	485	22	23	81	73	62	67	70	76	57	76	47
Troop Grade Level: Cadette	466	13	8	84	84	77	92	85	93	61	77	62
Troop Grade Level: Senior	159	9	-11	55	33	38	38	38	26	50	50	25
Troop Grade Level: Ambassador	143	4	50	100	100	75	100	100	100	75	100	50
TL & Years of Service: 1-2	337	8	0	75	75	72	72	86	100	58	100	58
TL & Years of Service: 11+	128	30	30	70	60	57	63	64	63	50	74	57
Role: GSK Volunteer = No	1521	8	50	40	51	25	43	33	33	33	50	43

Open-Ended Response Summary

There were two opportunities for members to provide open-ended responses.

1. If they Strongly Disagree with the statement: “Girl Scouts of Kentuckiana is a place where I feel a sense of community and feel valued, which inspires me to play an important role in changing the lives of the girls we serve” which had 2 responses.
2. Open to everyone and asked them: “Please use the space below to tell us anything that you feel we need to know.” which had 68 responses.

There were 70 responses representing 1.3% of our adult members. The open-ended response summary analyzed all responses. The key findings are listed below with full details in Appendix D.

Overall, members express appreciation for the Girl Scout experience but raise concerns about limited program diversity, rising costs, and camp resting. There is a call for improved communication and transparency from council leadership, greater volunteer support, and more inclusive practices. Respondents emphasize the importance of community building, age-appropriate programming, and financial accessibility to ensure continued engagement and growth. Responses may be represented in more than one group.

Here are the key findings that were identified – comments may count and appear in more than one group:

- Communication & Transparency – 21 Responses
- Sense of Belonging – 20 Responses
- Program Offerings – 17 Responses
- Community Building – 16 Responses
- Council Processes – 12 Responses
- Volunteer Support, Training & Resources – 10 Responses
- Costs & Fees – 9 Responses
- Camp Resting – 6 Responses

Recommendation

At Risk Subgroups

The subgroups are combined into larger logical groups and recommendations have been developed for these groups. Group are prioritized as highest if any subgroups were rated highest.

- **Do Nothing**
- **Process Revision** – Survey results and open-ended responses have identified recommendations and issues that should be addressed now.

Subgroup (Response - % of Total)	Adult Members	Responses	Recommendation
Highest Prioritization			
Troop Grade Level Daisy			
TL & Years of Service: 1-2	337	8	Process Revision – Member Support to support troop leaders by providing experiences that are simpler and more rewarding & redesign the cookie program to maximize effective engagement as part of the GSK strategic priorities.
Troop Grade Level: Daisy	485	22	
Troop Grade Level Older Girls			
TL & Years of Service: 11+	128	30	Do Nothing – Consider in future GSK strategic priorities.
Troop Grade Level: Cadette	466	13	
Troop Grade Level: Senior	159	9	
Troop Grade Level: Ambassador	143	4	
Lowest Prioritization			
Role: GSK Volunteer = No	1521	8	Do Nothing – These results only represent 5% of our non-GSK Volunteers.

Open-Ended Responses

Many of the open-ended responses will be addressed by the council’s Strategic Priorities.

1. Strengthen Girl Scouting: Focus on membership growth, belonging, community awareness of our value, and financial stability.
 - a. Pilot new ways for girls to be Girl Scouts.
 - b. Build community by providing intentional opportunities to enhance relationships and foster volunteer leadership development.
 - c. Enhance our cultural competency and inclusivity.
 - d. Pursue funding to publish and promote State of the Girl reports in Kentucky and Indiana.
 - e. Strengthen financial stability through new funding and updated pricing on Girl Scout opportunities.
2. Optimize: Focus on volunteer support, the Cookie Program, and properties.
 - a. Support troop leaders by providing experiences that are simpler and more rewarding.
 - b. Redesign the Cookie Program to maximize effective engagement.
 - c. Right-size our property resources to maximize girl experience.

Tactics Implemented to Address 2024 Results:

These tactics were implemented in 2025 to address the 2024 at risk subgroup concerns.

- Troop Year 2024-25 was spent learning more about what our new troop leaders need and revisions were implemented for the 2025-26 Troop Year.
- GSUSA Girl Scout Experience Boxes for 1st Year Daisies & Brownies made available to Troop Leaders.
- Revised Training utilizing GSUSA provided courses.

- Automated email campaign with key milestones and training introductions.
- Cookie program revisions were implemented for the 2025-26 Troop Year.
- The 2025 Culture of Engagement survey was revised to reflect these recommendations.

Recommendations from the Audit Committee

1. Continue to ensure we have feedback loops –
 - a. Share GSUSA surveys GSK receives so the Audit Committee is aware.
 - b. Fall forums and town halls allow for additional feedback.
 - c. Consider if there other opportunities for us to improve feedback loops.
2. Continue to focus on response rates - look into texting, encourage organic communication - asking leaders to ask leaders to respond.
3. Share snapshots of the data with members and how we are changing our approach from what we learn.

Appendix A

2024 Survey Recommendation Update

2024 At Risk Subgroup Scores & Recommendations

At Risk Subgroups

The subgroups are combined into larger logical groups and recommendations have been developed for these groups. Group are prioritized as highest if any subgroups were rated highest.

- **Do Nothing**
- **Process Revision** – Survey results and open-ended responses have identified recommendations and issues that should be addressed now.

Subgroup (Response - % of Total)	Adult Members	Responses	Recommendation
Highest Prioritization			
Troop Leaders with 1-2 Years of Service			
Age Range: 18-24	254	8	Process Revision – Member Support to improve New Leader Onboarding to encompass first 2 years of leadership.
TL & Age Range: 18-24	18	2	
TL & Age Range: 25-34	288	30	
TL & Years of Service: 1-2	353	37	
TL & Troop Grade Level: Daisy Only	214	34	
TL & Troop Grade Level: Daisy/Brownie	94	16	
TL & Troop Grade Level: Brownie Only	225	26	
Troop Grade Level: Daisy / Brownie	422	29	
Troop Grade Level: Brownie Only	487	38	
Cadette, Senior, & Ambassador Troop Leaders			
TL & Troop Grade Level: Cadette Only	183	21	Do Nothing – Consider in future GSK strategic priorities.
TL & Troop Grade Level: Senior Only	67	12	
TL & Troop Grade Level: Ambassador Only	49	3	
Troop Grade Level: Senior Only	108	13	
Lowest Prioritization			
TL & Years of Service: 3-4	436	54	Do Nothing – Improving onboarding and support of 1-2 year troop leaders impacts this group.
Race: I Choose Not to Share	297	15	Do Nothing
Role: GSK Volunteer = No	1782	25	Do Nothing – These results only represent 0.4% of our non-GSK Volunteers.

Survey Administration

These two questions were revised before we administered the survey in 2025. We were also able to eliminate the double email delivery on invitations by including each person's customized link in their council email.

Question #1

Please indicate the importance of each of the following for you to remain engaged/become more engaged as a volunteer with Girl Scouts of Kentuckiana.

1. Seeing that GSK tries to make the national Girl Scout program as fun and engaging as possible.
2. Knowing that volunteers such as myself are trusted by GSK.
3. Seeing that GSK seeks and uses volunteer input when making decisions; provides explanations for decisions made.
4. Knowing my knowledge, expertise, and skills are valued and used effectively.
5. Feeling supported by GSK in difficult situations I may encounter.

Solution - Statements 2,4, and 5 are redundant with the Sense of Belonging question and should be removed. Statements 1 and 3 should be revised as follows to measure the council's impact.

- Likert Scale: Strongly Agree to Strongly Disagree
 - GSK tries to make the national Girl Scout program as fun and engaging as possible.
 - GSK provides clear explanations for decisions that are made.

Question #2

Please rate GSK's support of the following functions.

- Girl Scout badges and journeys
- Girl Scout merchandise
- Girl Scout event information
- Volunteer Toolkit (VTK)
- Event registration
- Adult training
- Property reservations
- Membership renewal
- Membership recruitment
- Girl Scout Cookie Program

Solution - It is very hard to differentiate between GSK and GSUSA's support of these functions. Therefore, this question does not provide data on actionable items for GSK and should be removed from the survey.