# Adult Recognitions Council Award Guide



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# **Adult Recognitions in Girl Scouting**

Everyone likes to feel appreciated for a job well done. Whether in the form of a simple thank you note for a small job or a formal commendation for years of faithful service, any acknowledgment is a signal to the recipient that she or he is noticed and appreciated – that she or he is RECOGNIZED.

The GSUSA Adult Recognition program is not only about being a terrific person and doing a good job, but also about significant accomplishment. GSUSA Adult Awards should be given for truly significant service in Girl Scouting. *Taken from <u>Adult Awards in Girl</u> Scouting (GSUSA)* 

#### **Recognitions Chair Responsibilities**

The role of the service unit recognitions chair is to educate and inform the volunteers in your service unit about the recognitions that are available. We like to think of this as building an "Attitude of Gratitude" within your service unit. The recognitions chairs in partnership with the service unit manager will host brief informational presentations at each service unit meeting. These presentations will allow you to:

- Learn about recognitions awards at the council and service unit levels
- Keep you informed with nomination deadlines
- Learn where to locate information about council level awards
- Know who in your area is being nominate

Progression is an important part of the Girl Scout philosophy. Recognitions should be awarded at appropriate times throughout the life of an adult Girl Scout.

#### Nominators Responsibilities

As a nominator, it will be your responsibility to connect with the recognitions chair and/or service unit before you submit the nomination form. Ensure all the candidates have met the criteria for an award. In order for the recognitions task group to consider nominees for an award, nominations and endorsements must be **clear**, **descriptive**, and **inclusive**.

#### **Recognitions Task Group**

The volunteer recognitions task group is responsible for reviewing and making recommendations for approval or denial of the council-level recognitions.

The nominations and endorsements are reviewed and carefully considered individually by each task group member. The recognitions task group convenes, discusses each nomination and votes on approval or denial based on whether or not the nominee has met the criteria and carefully considers any extenuating circumstances.

The recognitions task group consists of 4-6 registered volunteers. They may be former recognitions chairs, service unit managers, leaders and representatives from the alumnae group. The recognitions task group members should reflect the geographic, racial/ethnic and socio-economic composition of the council.

### **Types of recognitions**

#### Council-level Awards

Council-level awards are awarded at the Volunteer Conference and Celebration. Nominations for all council-level awards must be submitted online by April 30<sup>th</sup>. A volunteer recognitions task group meets to review and approve nominations for these awards. List of awards are found on the website <u>www.sdgirlscouts.org/recognitions-</u> <u>awards</u>

The Years of Membership Numeral Guard and the Years of Service Pin can be awarded year-round, at a service unit meeting or at the volunteer celebration. If the recipient has completed more than 15 years of membership and/or service to Girl Scouts, the pins are free of charge. Please complete a request form on www.sdgirlscouts.org/VolunteerRecognition to receive your pin.

#### Service unit awards

Service unit-level awards are given at the service unit's year-end recognitions event, which is organized by the recognitions chair and/or service unit manager. The service unit or volunteers are responsible for purchasing these awards, which are available at your local Girl Scout stores.

#### **Award Summary**

#### **COUNCIL LEVEL AWARDS**

#### **Appreciation Pin Cookie Award\* Family Award\*** Friendship **Honor Pin President's** is presented to is presented for is presented for is presented to a Award\* Award outstanding service cookie volunteers family in which two outstanding service recognizes individurecognizes topto a service unit or for service rendered or more members performing service als, groups/organizato two or more where the candidate have contributed to program delivery tions or businesses service unit areas units that have has gone above Girl Scouting beyond audience. that provide or program delivery achieved the and beyond their superior service. the troop level over audiences. council's goals duties to promote a period of time. contributions or during the memberthe Cookie Program, assistance to Girl ship year. including increasing Scouts San Diego. sales and/or providing extraordinary service to volunteers. SHARE Award\* **Thanks Badge Thanks Badge II Volunteer of Years of** Years of recognizes an adult is the highest honor is presented to **Excellence** Award Membership **Service** Pin who has made a an adult can receive. candidates who recognizes volun-**Numeral Guard** (under 15 years) have already significant impact The candidate teers who have conis presented to recognizes regison the organization's has provided truly received the Thanks registered adults tributed outstandtered adult outstanding service Badge and have success through ing service while members for years who have given volunteer service that has benefited continued to provide partnering with girls volunteer service of active volunteer and strong leaderthe entire council outstanding service in any pathway or service at five-year to Girl Scouting. and furthers the ship in building at the council level. in support of our intervals. awareness and council's overall council's mission support for SHARE. mission and goals. delivery (i.e. behind the scenes service). 15 SERVICE UNIT AWARDS **Spirit Award\* Award of Distinction\* Ouestions?** Please contact Volunteer Services at recognizes non-member individuals, groups/ recognizes adult volunteers who have

organizations or businesses that have offered service or non-monetary support to your service unit.

\*Award created by Girl Scouts San Diego. All other awards created by GSUSA.

Please email volunteer@sdgirlscouts.org for certificate.

completed appropriate training and carried out the duties and responsibilities for their position.



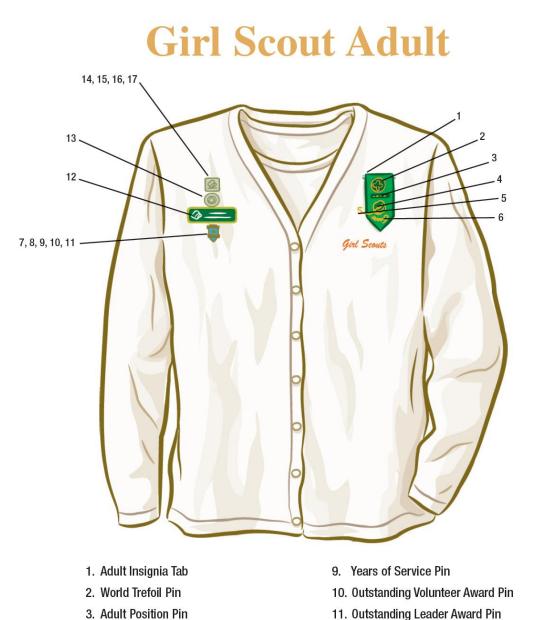
(619) 610-0728 or volunteer@sdgirlscouts.org



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# **Placement of Insignia**



- 4. Girl Scout Pin (contemporary or traditional)
- 5. Membership Numeral Guard
- 6. Campus Girl Scout Guard
- 7. Girl Scout Gold Award
- 8. Bridge to Adult Girl Scouts Award

- 12. Personalized ID Pin
- 13. Lifetime Membership Pin
- 14. Appreciation Pin
- 15. Thanks Badge
- 16. Thanks Badge II
- 17. Honor Pin

Note: If an adult has received more than one special recognition (e.g., Appreciation pin), the last one received is generally the one worn on the uniform.

### **Council Level Award Process**



# Volunteer Conference and Celebration

Each year, we plan an annual recognitions event in conjunction with the annual volunteer conference. Council-level awards are given at this event, including *Years of Membership Numeral* Guards and *Years of Service Pin* of 15 years or more, if not awarded at another occasion during the year.

Information about the event is sent out via mail, email and available on the website <u>www.sdgirlscouts.org/vcc</u>.

All adult Girl Scout members are invited.

# Council-level Awards: How to submit a nomination

All council-level awards require peer to peer nominations and endorsements. Nominations are not required for *Membership Numeral Guards* 15 and more and *Years of Service* 15 Years and more, but specific forms must be submitted online.

The deadline for submitting the complete nomination (one nomination and two endorsements) is the end of day April 30. The recognitions task group reviews, approves or denies awards.

- 1. Read through the awards summary and to select the appropriate award for the individual or group.
- 2. Read the criteria for the award thoroughly. Be sure this award is the best award for the candidate. If an individual is nominated for the wrong award, the recognitions task group will not necessarily change the nomination to the more appropriate award.
- 3. Address all criteria completely and provide detailed information. It is the responsibility of the nominator to make sure all documentation is included with the nomination.
- 4. Provide a copy of the requirements for the award to the people writing the endorsements in support of the nominee. The person submitting the nomination form may <u>not</u> write a letter of endorsement.
- 5. The nominator is responsible for collecting and reviewing all information to ensure that the endorsement meets the award criteria.
- 6. A complete nomination includes:
  - a. One nomination (from one person)
  - b. Two or more endorsements (from at least two additional people)

# Save a copy of the nomination and all endorsements before submitting them <u>online!</u>

7. Complete the online form at <u>www.sdgirlscouts.org/VolunteerRecognition</u>. Printable forms and overviews are available on the council website at <u>www.sdgirlscouts.org/recognitions-awards</u>. Nominators are encouraged to draft responses and save in a separate document, then paste answers into online form.

Deadlines for submittal of council forms (nominations and endorsements) are critical. Forms are date-stamped when received to ensure timeliness. Applications received after the deadline will not be considered for recognition.

# **Council-level Award Nomination Tips**

**DO...**help make sure your nominee receives the recognition s/he deserves for her/his hard work.

- <u>Give as many details as possible.</u> The recognitions task group can only work with what is in front of them. If you don't tell them about it, they won't know.
- Explain how you feel the person has shown growth in her/his contributions to Girl Scouting since her/his previous award. Growth is one of the things the task group likes to see when progressing from one award to the other.
- Be result-oriented. Do not say that the candidate is responsible, friendly, etc.
  Give detailed, concrete data (numbers, percentages, anything quantifiable) on what s/he has achieved.
- Describe what role the nominee plays in your Girl Scout experience.
- Remember, the details are very important!

#### Don't...

- Do not be vague. It is assumed that this is a nice person who you like and think positively of; otherwise you would not be nominating her/him.
  - Do not write about the many positions the nominee holds unless you have personal experience working with her/him in those positions.
  - Do not make assumptions about the responsibilities involved with service unit-level positions. Many service units divide duties among people who are willing to do them. Rather than listing responsibilities, it is more important to show that your nominee does them "above the expectation of the position."
  - Do not just look at the position description and tell us s/he does each of these things; awardees must go *above and beyond* the described duties.

For more information about recognitions, visit <u>www.sdgirlscouts.org/recognitions-awards</u>

Here are samples of nominations received for council awards. Fictional names have been used.

#### Appreciation Pin nomination

Candidate information:				
Name Sally Smith		Date	Feb 1	15, 2016
Address1234 Trefoil Way	San Diego,	CA		92000
- State ZIP		City		
Phone: (555) 555-5555	E-mail:			
sallysmith@appreciation.com	-			
Service Unit Name San Diego	Position	Service	Unit	Manager
÷				
Nominator information: NameDaisy_Low		Date	Feb 1	L5, 2016
Address 5432 Trefoil Way S	an Diego,	СА		92000
- City	State	ZIP		
Phone: ( <u>555</u> ) <u>555</u> -5555	_ E-mail: <u>dai</u>	sy.low@ap	precia	tion.com
∴ Service Unit Name San Diego ∴	Position		Troop	Leader

1. Is the candidate a registered member of Girl Scouts?

Yes No Not sure

2. Please provide a detailed description of how the candidate's work or service has exceeded the expectations of the position/role held.

Sally's leadership as a service unit manager has helped many of us in the service unit feel appreciated and willing to take on more responsibilities. Sally is the troop leader for my daughter's troop, an older girl troop, SHARE coordinator, SUM and mentors new troop leaders as they get started with Girl Scouts. She has worked very hard to motivate and interest older girls to continue participating in Girl Scouts. She is the first aider at our encampment and she also brings baked treats to our service unit meetings, just because!

3. Give a detailed description of the service/program provided by the candidate and describe how the service/program was beneficial to those participating.

Sally has been the SUM for 3 years. She has been a role model to girl/adult progression. Her girls stay actively involved because of the great guidance Sally provides. The service unit earned the President's Award last year due to her leadership and encouragement to all service unit volunteers. Sally strives for all of us to be our best and always lends a helping hand to mentor anyone that needs it. She is encouraging, inspiring and most importantly fun! She continuously provides assistance to incoming troop leaders, 45 in total! She is an amazing example to how we should all support our girls by supporting the new and existing volunteers.

4. What were the outcomes from the program or service? If applicable, please include specific and measureable date to support your statement (example: % of increase in membership, participation, and inclusion)

Thanks to Sally's efforts we have retained 70% of our older girl troops and retained 75% of the new troops. She also aids the regions Cluster! Whether in a troop or as independent scouts, the girls stay connected to the Cluster and the service unit and they continue to flourish in Girl Scouting. She goes to all recruitment nights, introduces herself to all new troop leaders and makes herself available to visit troops first meetings. Thanks to her dedication to the mission, Sally is known by all service unit volunteers. Not to mention she has brought back an incentive program. Now we see 50 times more leaders at the monthly service unit meetings.

5. How did the program/service further the council's overall mission and goals to serve all girls? How did it increase diversity, membership, visibility, and/or program participation?

As previously noted, her involvement with the service unit, Clusters and new troops has increased our new girl and older girl retention. Also, her lively attitude and recognition of volunteers at SU meetings, has increased our service unit meeting attendance. Her leadership has led to journey trainings for our leaders and helped make service unit meetings more significant for leaders. Since we increased in membership for our service unit, we were able to achieve the President's award and we were able to increase visibility as the top service unit for the San Diego council!

#### Honor Pin nomination

Candidate information:		
Name Ima Leader	Date	Feb 15, 2016
Address 123 Second St 92103	San Diego	CA
Phone: (123) 555-1234	City Stat E-mail:	e ZIP ileader@email.com
∴ Service Unit Name <u>San Diego</u> ∴	Position Le	ead Troop Organizer
Nominator information: Name	Date	Feb 15, 2016
<u>.</u> Address 123 Second St	San Diego	CA 92103
Phone: (123) 555-5378	City Stat _ E-mail:	e ZIP rscout@email.com
÷ Service Unit Name	Position <u>SU</u>	Recognitions Chair

- 1. Is the candidate a registered member of Girl Scouts?
- Yes No Not sure
- 2. Please provide a detailed description of how the candidates work performance exceeds the expectations of their position.

Ima is the lead membership organizer for our service unit. Over the past year expanded her volunteer service to our neighboring service units, Mountain and Ocean. She reaches out to new leaders in these service units whenever they need help and makes sure to include them in our annual Bring a Buddy Day recruitment event. Ima has been known to drive 2 hours each way to reach the Mountain service unit. Talk about going about and beyond to ensure these new troops feel supported! She hosted a few phone conferences as follow up meeting with these new troops. In addition, to her service unit role, as an archery council trainer, Ima has the opportunity to engage volunteers across the entire council. Ima is one of 3 archery instructors willing to drive 2 hours to the Mountain area to assist in archery training to ensure girls do not miss out on any program activity due their location.

3. Provide details on a service/program provided by the candidate; description the service/program delivery and how the program participates benefited from the experience.

Ima has been providing outstanding service not only to her Junior and Brownie troops, but also to our service unit, Ocean Service Unit, and Mountain Service

Unit. Her amazing organization and planning helps ensure our Bring a Buddy Day recruitment event is a success, and her archery trainings are fun-filed for all volunteers. Since the other two service units do not have lead troop organizers, Ima makes sure to extend her recruitment efforts to these service units. Yet she does not stop there! She invites leaders from the other SUs to come see how troops are ran and offers to mentor them as they start. Ima is a great example of how girl scouts continues to build leadership in girls and adults.

- 4. How did the program/service further the council's mission and goals to serve all girls? How did it increase diversity, membership, visibility and/or program participation? The Bring a Buddy Day had more than 350 scouts, leaders, family and friends attend. The event included a flag ceremony, candle lighting, songs and skits. Ima organized troops from our service unit to help run the event and be available to answer questions for potential troops. Her event led to the start of 14 new troops between the 3 service units at the event! Three of the new troops were in a school that has not had a new troop in the past few years. Because of Ima's efforts in assisting the Mountain service unit, she was able to increase in visibility in a community that traditionally does not have scouting, she was able to partner with the Girl Scout Outreach program who started a four week program to show the community the program and recruited volunteers to take the lead and continue the troop.
- 5. If applicable, please provide statistical/measureable data of the service/program the candidate provided to support your nomination (example: percentage increase in membership, participation, and/or inclusion).

Ima's continuing recruitment efforts have helped our service unit to reach our new girl membership goal of 175 new girls 250 retained girls. As mentioned about Ima started 14 new troops between three service units. She also helped another service unit come within one troop of meeting their new girl membership goal. The successful Bring a Buddy Day event has helped to increase Girl Scouting in our community and has helped build the leadership in two neighboring service units. She is currently mentoring a lead troop organizer for Ocean Service Unit and is recruiting a lead troop organizer for Mountain Service unit. As an archery instructor she has trained over 30 troop leaders with the hope that one day instead of having 3 archery instructors, she can have one in each region.

6. Please provide any additional comments or relevant details to help describe why this candidate deserves to be awarded the Honor Pin.

Being a troop leader, lead troop organizer and archery instructor for our service unit and the council is outstanding enough! But to extend her kindness, energy, and time to two other service units is well beyond the call of duty! Not only is she helping to recruit new leaders for Mountain and Ocean Service Units, she is also lending a hand in mentoring new leaders! Without Ima, Girl Scouting would not be a thriving force in our community! She truly lives by the Girl Scout promise and law and believes all girls should have an opportunity to participate in the program. It is relevant when she goes above and beyond by driving to neighborhoods that are two hours away.

Thanks Badge nomination

Candidate	e informat	tion:						
Name	Jane L	leader			Date	Feb 15,	2016	•
Address	123 \$	Second St	San	Diego		CA	92103	
				City		State	ZIP	
Phone: (	<u>123 ) </u>	555-1234		E-mail	: <u>ilead</u> e	er@email.	COM	
Service Ur	nit Name	San Dieg	0		Positio	n:Lead Tr	oop Organiz	zer
Nominato	r informa	tion:						
Name	Rita S	cout			Date:	Feb 15, 2	2016	
Address	123 \$	Second St		San I	)iego		CA	92103
					City	State	Э	ZIP
Phone:	(123	_) 555-53	78	E-mail	: rscou	t@email.	COM	
Service Unit Name San Diego Position SU Recognitions Chair								
1. Is the candidate a registered member of Girl Scouts?								
🛛 Yes		🗌 No	□ N	ot sure				

2. Please provide a detailed description of how the candidates work performance exceeds the expectations of their position.

Since Jane received the Honor Pin in 1998, she has not slowed down in the least! She
continues to serve as troop leader, SU Activity Consultant, Council Trainer and Day
Camp Manager. She truly serves council at every level possible. Her influence in Girl
Scouts continues to grow because none of her areas are static. Her troop continues
to register new girls, the service unit continues to have successful encampments, the
council continues to attract members to training and her Day Camps are always sold out
with girls eager for active summer fun!

3. Describe how the service/program provided positively impacted the entire council. Include examples of how they provided extraordinary service to girls and/or volunteers. Note: Please provide statistical or financial data if available.

Jane is a proponent of the outdoor program for both at a service unit level, council and national level. She embraces the changes and includes them in her trainings and day camp activities. As a council trainer, Jane contributes her knowledge in a variety of areas; she trains on outdoor and overnight safety, CPR, and encourages all service unit to build and deliver their own outdoor experience. Jane knows that because most leaders eventually take outdoor training, Jane interacts with a broad spectrum of people council wide and they are better for it. When girls cook in a Dutch over for the first time, it is because their leader gained the confidence and skill from training with Jane. She takes no shortcuts when imparting knowledge to others.

Jane believes a core skill for each leader and girl is to know and do more outdoor programs. In fact, she presented on-behalf of the council to the county of San Diego and advocated more grant funding to the importance of an outdoor program is for the council. Thanks to her presentation, the council was awarded over \$10,000 for outdoor program alone! This was such a huge success, having a volunteer present on the behalf of the council that GSUSA is looking to implement ways to onboard volunteers on a national scale! 4. What were the outcomes from the program or service? (Example: % of increase in membership, participation, and inclusion) How did this service/program enhance Girl Scouting as the council as a whole?

Jane's day camp has continuously been sold out. Girl's council wide sign up to be a part of her active camp. Because of her successful camps, council has been able to expand her ideas into more camps, which equals more girls registering for this great program opportunity! Not to mention with her assistance and dedication the council was awarded \$10,000, with this money we will be able to provide more outdoor program to 5,000 more girls! The hours that she contributes gives both girls and adults the opportunity to carry on the fun of Girl Scouting. Her dedication increases membership through day camp and by continuing to register girls in her troop, she is able to reflect the diverse population of her service unit.

5. Please provide any additional comments or details as to why this candidate deserves the highest honor an adult volunteer can receive.

Managing a volunteer Day Camp can become a managerial nightmare, but Jane makes it look easy. In fact, her day camps fill with girls from all over council, who have a great time! Each year, she recruits a team of volunteers to decide on a theme, creates/incorporates program that fits the theme, organizes the details from bus contracts to the last snack, trains an army of staff and makes sure everyone has fun in the process! Jane has done this successfully for years. Without Jane the day camp experience would be only a dream for many girls. She makes it happen!

Volunteer of Excellence Award nomination

	Candidate information:	
	Name: Sally Smith Date Feb 15, 2016	
	Address: 1234 Trefoil Way San Diego, CA 92000	
	City State ZIP Phone:( 555 ) 555-5555 E-mail: sallysmith@appreciation.com	
	Service Unit Name: San Diego Position Service Unit Manager	
	Nominator information: Name: Daisy Low Date Feb 15, 2016	
	Address 5432 Trefoil Way San Diego, CA 92000	
	City State	ZIP
	Phone: 555 555-5555 E-mail: daisy.low@appreciation.com	
	Service Unit Name <u>San Diego</u> Position: <u>Troop Leader</u>	
	Is the candidate a registered member of Girl Scouts?	
	The nominee: $\Box$ Works directly with girls $\Box$ Volunteers indirectly, working with adults	5
A.	If the nominee worked directly with girls, please describe how she/he has d outstanding service by incorporating the Girl Scout leadership experience.	elivered

Sally, worked with girls who participated in the Cookie Series. She worked with parents who have had no Girl Scout experience to parents with extensive Girl scouts experienced. She worked on our pilot Cookie Series program, worked closely with staff, product sales staff, cookie cupboard staff, membership Staff, volunteer development staff, GSO staff. Sally, in a short period of time really interacted with the girls, staff, and school officials, with parents who never had any experience with Girl Scouts or selling cookies. Sally's role was not to serve as a cookie coordinator, her role was to deliver the program to assist 25, which only 15 girls sold cookies. These 25 girls, would have not had an opportunity to experience the 5 skills that the cookie program offers.

Thanks to Sally, and her commitment to Girl Scouts, she was able to volunteer over 50 hours in a period of 8 weeks. As a short term volunteer and a Girl Scout Alumna, she wanted to assist in delivering program, and thanks to this series she was able to do it.

- B. If the nominee worked indirectly to support the councils mission and goals, please describe the impact made in one or more of the following functional areas:
- i. Membership development/community cultivation
- ii. Volunteer relations and support
- iii. Programs

1.

- iv. Leadership and governance
- v. Fund development
- vi. Council support service(such as IT, customer service, marketing, property, etc.)

Governance: As a national delegate, Sally was able to indirectly affect the overall mission of scouting. Sally participated in the national convention this past year. She solicited recommendations, feedback from her service unit and neighboring service unites. She presented to the council leadership and the board on her findings. Thanks to her analytical skills, she was able to change a process that affected over 20,000 girls and their volunteers. With Sally's finding and volunteer relations she was able to make a shift in the council's way of thinking. She worked closely with the membership team and chaired a volunteer committee that revamped the volunteer policies procedures.

2. Please provide a detailed description of how the candidates' service exceeds the expectations of their position.

Sally was a pleasure to work with, she helped with several projects. She helped with delivering program to 25 girls at Halloween School, coordinated a field trip aided in taking 10 girls to the Cookie kick off, assisted with 3 girls as they participated in the MLK parade. She worked closely with Product Sales as a program volunteer, delivering the 5 skills program and activities. Sally, a Girl Scout Alumna with no kids herself wanted to help. This was the way she could do it. By coordinating the extra fieldtrips with little to no parent assistance was fantastic. By assisting with this 8 week program, she was able to convince a few Spanish speaking parents to step up. She demonstrated that a young gal like herself can do it, these 4 women/mothers can do it for their girls. Thanks to her efforts, the troop at Halloween School is still going strong. Sally still helps when she can, but she can rest assure knowing all her hard work will not go in vain with these four new leaders taking ownership of this troop.

3. Give detailed description of the service/program provided by the candidates and describe how the target audience of the service/program benefited.

The target audience that Sally worked with was 25 brownie and junior scouts. The majority of the girls spoke Spanish only, and all the families had little to no idea what scouting was all about. With Sally help, she really assisted with streamlining the Cookie Series Volunteer position. She translated the position description and the volunteer manual. She helped identify what was feasible and realistic for a short 8 week program. She really was an integral part in how the cookie series would be developed.

4. List the outcomes from a service/program provided by the candidate and explain how this enhanced Girl Scouting and the overall goal of the council to "serve all girls".

Sally helped to further council's overall mission and goals by helping to streamline procedures and pioneer a new position description. She made possible the concept of having volunteer-led series. Council's mission to build girls of courage, confidence, and character is furthered through Sally showing us the possibilities of potential short-term volunteers in various different pathways. 5. Please provide any additional comments or information as to why this candidate deserves to be awarded the Volunteer of Excellence Award.

It's is clear to be that Sally's passion goes above and beyond the call of duty for most Girl Scout volunteers. She does it for the girls. She pioneered this pilot program because when she heard that the possibility of about 25 interested girls wanted to be Girl Scouts was too much for her to handle. She remembered how great it was for her to be a Girl Scout and she wanted these girls to have the same experience. Her goal from the beginning was to ensure she recruited parents to take on the role of troop leaders. From day one, she had her eye on the parents and knew which ones she needed to approach. Sally deserves the Volunteer of Excellent Award because she selflessly wanted these girls to be in Girl Scouts. She knew that once they would be part of the organization, they would have a life-long memory.