



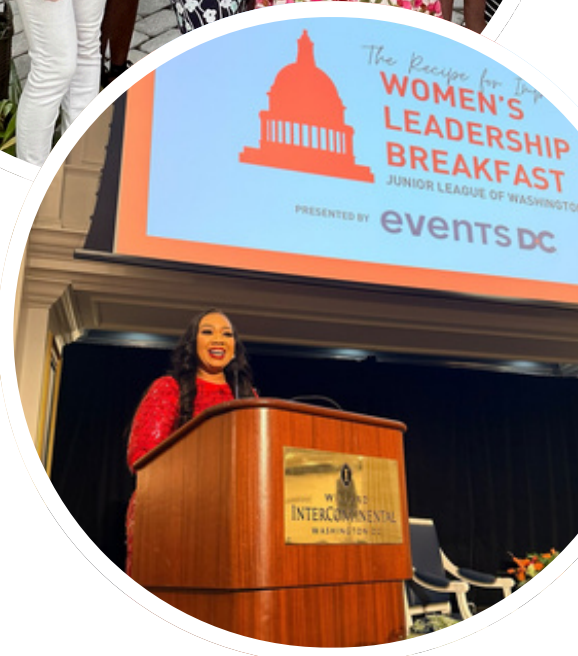
PROSPECTIVE MEMBER GUIDE

2025-2026

[HTTPS://WASHINGTON.JL.ORG/](https://washington.jl.org/)

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WELCOME FROM THE JLW PRESIDENT

Greetings from President Babcock

Greetings, and thank you for your interest in the Junior League of Washington!

My name is Christina Babcock, and it is my privilege to serve as the 87th President of the Junior League of Washington. If you are looking for a place to connect with inspiring women, develop your leadership skills, and make a lasting impact in our city, then welcome home. As the Junior League of Washington celebrates our 113th year of service, we continue to advance women's leadership for meaningful community impact through volunteer action, collaboration, and training, all while supporting pathways to opportunity across Washington, DC.

When I joined the League nearly 14 years ago as a recently separated Air Force veteran, I was drawn to the League's spirit of service. What I discovered was something far greater: a diverse community of women who uplift and inspire one another, who lead with purpose, and who share a vision for a better, more equitable city. That sense of community and belonging has kept me here ever since. My hope for every potential new member is that you find what I did: a place to grow boldly, serve passionately, and connect deeply for LIFE. I want you to see the League not only as an avenue for service, but as a community that nurtures your leadership, your confidence, and your dreams.

For those considering joining us, I hope you'll take this as your invitation to become part of something truly special, a legacy of service, leadership, and a sisterhood that continues to shape Washington, DC for the better. Whether you're new to the city or seeking deeper purpose and connection, the Junior League of Washington is ready to welcome you.

Yours in Service,



Christina Babcock
Junior League of Washington
President 2025-2026



WELCOME FROM THE RECRUITMENT CHAIR

My name is Desiree

Welcome Prospective Members!

My name is Desiree Carey, and I am honored to serve as the current Recruitment Chair, a role I approach with great care and responsibility. In 2016, I transferred to the Junior League of Washington (JLW) from the Junior League of Miami. When I walked through the front door I was immediately greeted with warm smiles, friendly faces, and motivated leaders truly embracing the Junior League values. In the last 10 years as an active member of JLW, I have volunteered with women & children in the community, made lifelong friends, and stepped into leadership. I truly hope the same for each and every one of you.



As you begin your journey, know that JLW offers space to explore your passions, develop your skills, and find meaningful connection. You may just find your next favorite roommate, work out buddy, or future bridesmaids! Whether your interests lead you toward hands-on service, leadership development, or community advocacy, there is a home for you at JLW. The Junior League of Washington is more than an organization. It is a community of women committed to service, leadership, and one another. As you move forward, I encourage you to lean in, explore your interests, and trust that your involvement will create a lasting impact within our League and the communities we serve. Please know that I am always a phone call away if you need support or guidance!

Yours in Service,

Handwritten signature of Desiree Carey.

Desiree Carey

Junior League of Washington Recruitment Chair 2025-2026

MEET THE RECRUITMENT TEAM



Desiree Carey

Recruitment Chair

Kristin Koernig

New Membership Council Director

Dr. Khiana Clemons

Recruitment Committee Vice Chair and
Open House Chair

Grace Llojaj

New Membership Assistant Council Director

Elizabeth-Burton Jones

Recruitment Orientation Session Chair

Dr. Amna Choudry and Shalini Ray

Recruitment Communications Co-Chairs

Committee Members

Emily Adams

Camille Bogrand

Chapin Brown

Michelle Burkholder

Erika Cole

Sophia Del Core

Courtney Golubin

Julia Hall

Kristyl Hawkins

Kaylee Klixbull

Katherine Lewis

Bridget Mahoney

Erin McCowey

Lauren Musselman

Emily Whittaker

THE FOUNDATION OF JLW

MISSION

The Junior League of Washington (JLW) is an organization of women whose mission is to advance women's leadership for meaningful community impact through volunteer action, collaboration, and training.

OUR VISION

The Junior League of Washington strives to be a vibrant presence in the lives of the women and children in the greater metropolitan area of the District of Columbia, serving as a resource throughout the community to effect positive change, seek common ground, and inspire hope.

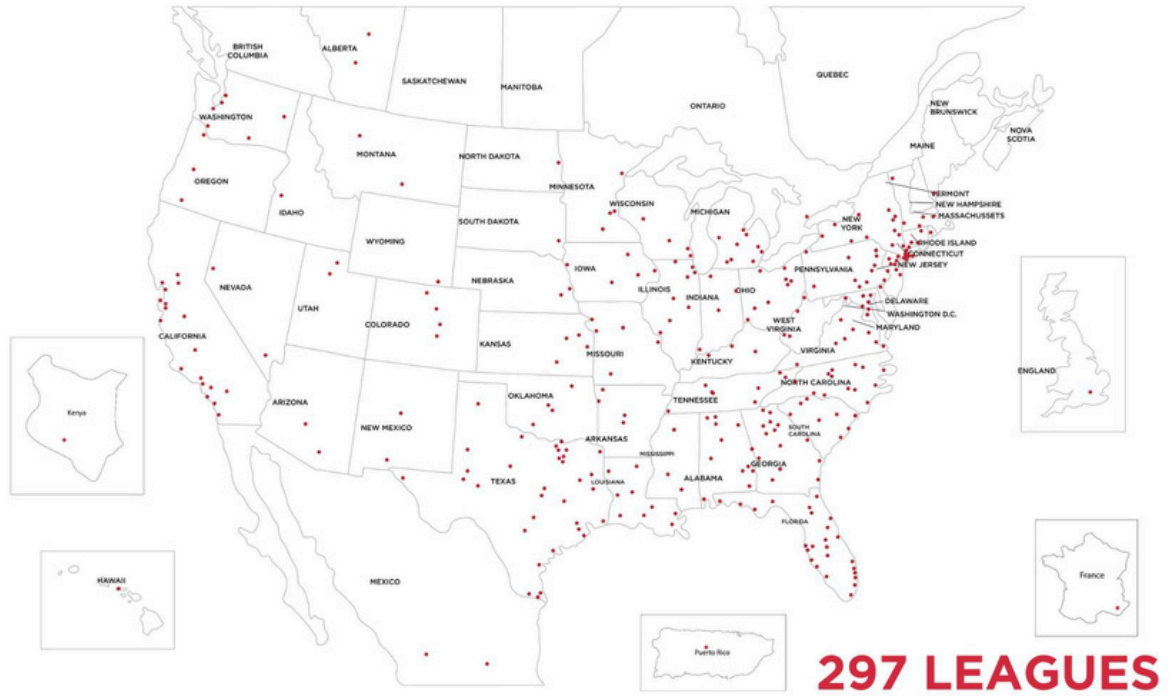
OUR FOCUS

The Junior League of Washington (JLW) focuses our financial and volunteer resources on supporting pathways to opportunity across the greater Washington, DC metropolitan area. We have adopted a broad approach in response to evolving challenges facing our community, in order to produce real change. Supporting Pathways to Opportunity includes supporting educational, professional, and financial programming and resources for children, adolescents, young adults, adults, as well as capacity building for community organizations.



JUNIOR LEAGUE GLOBALLY

THE JUNIOR LEAGUE



THE JUNIOR LEAGUE OF ANYWHERE

In 1901, nineteen-year-old Mary Harriman founded the first Junior League to train women as leaders and strengthen their communities.

Junior Leagues have helped launch over **100 major nonprofits**, including children's museums, food banks, and literacy coalitions.

Together, Junior Leagues have more than **125,000 members**, making it one of the largest and longest-standing women's leadership organizations in the world.

There are over 125,000 Junior League members worldwide. Our global presence includes **300+ chapters** from USA to Kenya, Canada, and France.

Junior Leagues continue to **provide comprehensive programs** designed to meet the needs of women, children, and families in their communities.

Notable Junior League alumni include **Eleanor Roosevelt, Sandra Day O'Connor**, and **Barbara Bush**, reflecting leaders who impact our communities.

JUNIOR LEAGUE OF WASHINGTON



JLW is powered by **2,200 members** serving across **46 committees** that drive our mission and impact.

JLW has raised over **\$2 million** in the past decade to support literacy, community impact, and member training initiatives.

JLW members contribute more than **45,000 volunteer hours** each year across Washington, DC.

The League invests over **\$125,000 annually** in community partnerships, grants, and literacy initiatives.

Supporting over **18 community partners**, delivering hands-on service, grants, and strategic impact projects.

JLW's membership spans **all ages and stages**, reflecting a multigenerational network of women leaders.

THE JLW DIFFERENCE



L

LEAN INTO SERVICE

JLW members serve the Washington, DC community through hands-on volunteerism focused on literacy, food security, and meeting urgent community needs. Our programs and partnerships ensure that families and community partners receive meaningful support where it matters most.

I

INVESTING IN LEADERSHIP AND SKILLS DEVELOPMENT

JLW builds women leaders through training in public speaking, project management, DEIAB, board service, and committee roles, giving members practical skills and confidence that strengthen their impact in the League and beyond.

F

FINDING PATHWAYS FOR COMMUNITY IMPACT

Each year, JLW contributes more than 20,000 volunteer hours to nonprofits, schools, and community organizations. Through grants, partnerships, and service projects, JLW supports dozens of local partners and advances long-term community impact across the Washington, DC area.

E

ENGAGING IN OUR COMMUNITY

Engagement is how we turn connection into impact. JLW cultivates meaningful relationships and an inclusive sense of belonging so members feel supported, seen, and inspired to lead. JLW leverages the skills, relationships, and influence of our membership to amplify community voices, support local organizations, and create pathways to opportunity across Washington, DC. Internal engagement builds our cohesion; external engagement advances our mission.



THE NEW MEMBER YEAR



The JLW New Member year is designed to provide broad exposure to the League through learning, service, and fundraising. New Members attend the annual Welcome Brunch to connect, and begin their JLW journey.

LEARNING ABOUT THE LEAGUE

New Members begin with Orientation in the fall, followed by course sessions that explore JLW's mission, history, structure, and community role. Throughout the year, members meet regularly with an advisor group and complete membership credit opportunities to deepen engagement and build relationships.

FUNDRAISING AND PHILANTHROPY

Members have opportunities to support JLW's culture of philanthropy by participating in signature fundraisers including Season of Giving, Art of Entertaining, and Tossed & Found. These experiences demonstrate how fundraising sustains community programs and League operations.

**Note, fundraising is not mandatory.*

SERVING THE COMMUNITY

Service is central to the New Member experience. Members can participate in a variety of volunteer opportunities available. Members can support youth literacy and writing through Reading-All Stars, advance economic stability with A Wider Circle, strengthen early childhood and family services with Bright Beginnings, and more!

TRANSITION TO ACTIVE MEMBERSHIP

After New Members complete their requirements, they become active members. In the spring, New Members attend Placement Information Events (PIE), where they meet committee leaders and learn about active member opportunities. Members rank their top committee preferences across community, internal, and fundraising categories, supporting a thoughtful transition into active membership.

THE NEW MEMBER YEAR



FALL

NEW MEMBER ACTIVITIES

- ✓ Kick-off your New Member Year at Orientation
- ✓ Advisor Meeting #1
- ✓ Mini-Placement Selection
- ✓ Fall Course Session

EVENTS

- New Member Retreat
- Women's Leadership Breakfast
- Little Black Dress Initiative



WINTER

NEW MEMBER ACTIVITIES

- ✓ Advisor Meeting #2
- ✓ Spring Course Session
- ✓ Tossed and Found Shift
- ✓ Mini-Placement in action

EVENTS

- Cookie Exchange
- New Member Olympics
- Weekend of Service
- Tossed and Found



SPRING

NEW MEMBER ACTIVITIES

- ✓ Advisor Meeting #3
- ✓ Placement Information Event
- ✓ Complete remaining requirements
- ✓ Celebrate your League accomplishments

EVENTS

- Kids in the Kitchen
- New Member Graduation
- Art of Entertaining
- Annual Reception

NEW MEMBER POINT REQUIREMENTS

New Member Training	<ul style="list-style-type: none"> • New Member Orientation (1) • Fall Course Session (1) • Spring Course Session (1) 	3
League Experiences	<ul style="list-style-type: none"> • Community Experience (1) • Tossed & Found Shift (1) 	2
Community Building	<ul style="list-style-type: none"> • 3 Advisor Meetings (1 point each) • 2 New Member Socials/Special Events (1 point each) 	5
Membership Requirements	<ul style="list-style-type: none"> • 2 Membership Credits (1 point each) • Tossed & Found Rummage Donation (1) • Membership Dues (1) 	4
Active Year Preparation	<ul style="list-style-type: none"> • Mini-Placement (1) • Placement Information Event (PIE) (1) • Update Member Essentials Profile (1) 	3
To graduate from new member year 17 points total must be accumulated	Point total	17

Point requirements and events are based on 2025-2026 New Member Requirements, These will be updated for 2026-2027 New Member Year.

THE JLW ACTIVE VOLUNTEER EXPERIENCE



Volunteering in the Junior League of Washington is a meaningful commitment to service, leadership, and community connection. Members contribute their time, talents, and perspectives through structured placements, hands-on projects, and League-wide events that strengthen both the community and each other.

COMMITTEE MEETINGS

New Members transition to Active members after their first year in JLW. Actives serve on a primary committee where they attend meetings, participate in projects, and collaborate support their chosen committee and JLW's mission. Committees range from community service placements, In-League, communications, training, operations, and fundraising roles.

PLACEMENT REQUIREMENTS

Each active member has annual placement requirements that vary by committee and may include meeting attendance, trainings, service hours, or specific project work. These expectations help ensure a meaningful volunteer experience while supporting skill development and confidence building that align with JLW's mission.

LEAGUE EVENTS & MEMBER PARTICIPATION

Volunteering extends beyond your committee. Members participate in GMMs, Esprit events, trainings, and other League gatherings that build relationships, strengthen leadership skills, and deepen connection across the 2,300+ member community.

SERVICE OPPORTUNITIES

Members can engage in additional volunteer work through Done in a Day (DIAD) projects, fundraising, special initiatives, and seasonal opportunities with community partners. Members may also choose to take on a secondary placement for expanded leadership or service experience.

CHOOSE YOUR OWN

JLW ADVENTURE

Follow the trail to help you decide!

Do you prefer volunteering in the community or contributing to the internal work that supports the League?

COMMUNITY

Do you enjoy volunteering with specific groups or causes?

SPECIFIC GROUPS

Do you prefer active, on-site volunteer roles?

YES

You may enjoy tutoring students, supporting youth programs, serving as a docent for a museum, packing groceries for seniors, or helping families directly.

OPEN

JLW's community partners cover a wide range of needs, from tutoring students to helping seniors, prison ministry, or preparing meals at food pantries.

NO

You may enjoy assisting with judging the Poetry Contest

INTERNAL

Do you prefer supporting member operations or fundraisers?

OPERATIONS

Do you enjoy keeping teams organized, logistics, and improving the member experience?

ORGANIZATION

JLW has committees like the Archives Committee, Member Resources, and the Loughborough House Committee, all aimed at keeping the internal function of the League organized.

FUNDRAISERS

JLW hosts signature fundraisers such as the Art of Entertaining (AOE), and other annual events that sustain our mission.

EXPERIENCE

JLW offers committees like the Esprit Committee which is dedicated to social events for members and the Development & Training Committee which hosts events for professional development.

No matter which path you choose, whether community, In-League, or fundraising placements, your work directly advances JLW's mission. Every volunteer plays a role in strengthening our membership, supporting community partners, and creating lasting impact throughout Washington, DC. Most committees meet once a month, either at JLW Headquarters in Georgetown or virtually. Committee meetings count toward volunteer hours.

Please note that all members have the opportunity to volunteer at a variety of League events, regardless of their primary placement. Examples include Tossed & Found, the National Book Festival, and League-wide service opportunities such as the Weekend of Service.

COMMUNITY PLACEMENTS



Kids in the Kitchen volunteers inspire healthy habits and confidence through hands-on nutrition education.

GRANTS STEWARDSHIP

The Grants Stewardship Committee evaluates community grant proposals and directs funding to programs that advance JLW's mission and measurable community impact. Each year, the committee reviews more than **100 applications**, conducts site visits, and awards over **\$70,000** to organizations supporting education, women's empowerment, career readiness, and family stability across the DC area. In 2025, the committee awarded a **\$15,000** Innovation Grant to The Foundation School, which used the funding to launch a hands-on barbering program that provided students from underserved backgrounds with vocational training, confidence, and pathways to employment.

KIDS IN THE KITCHEN

Junior League's *Kids in the Kitchen* teaches children about healthy eating and cooking skills through hands-on nutrition workshops. JLW's program aligns with a national Junior League initiative that reaches **thousands** of children each year. Volunteers help kids prepare recipes, explore new foods, and build lifelong healthy habits.



JLW members serve Saturday lunch at the Washington School for Girls, supporting community, care, and connection.

WASHINGTON SCHOOL FOR GIRLS (WSG)

Washington School for Girls provides a values-driven education to girls in grades 3 through 8. JLW volunteers lead Saturday School sessions covering budgeting, government, farming, and STEM topics before tutoring students in academics. The partnership has grown significantly and now supports some of the school's largest enrichment events of the year.

**Not all In-League, Fundraising, and Community Placements are featured due to the large number of committees.*

COMMUNITY PLACEMENTS

BRIGHT BEGINNINGS

Bright Beginnings provides early childhood education for more than **150 children** experiencing homelessness each year. JLW has partnered with Bright Beginnings for **35 years** and continues to support literacy activities that build foundational school readiness. The program also provides childcare, transportation, and family services that directly benefit DC families experiencing housing instability.



JLW members helped Bright Beginnings this season with an incredible overflow of donated holiday gifts for children and families.



Done in a Day volunteers support conservation and community service along the Georgetown Canal.

DONE-IN-A-DAY (DIAD)

DIAD partners with more than **50 nonprofit organizations** throughout the DC, Maryland, and Virginia region. The committee provides **flexible, high-impact volunteer shifts** that support programs addressing food insecurity, disability advocacy, youth services, and women's empowerment. Many partner organizations report that DIAD volunteers are essential for meeting operational needs on limited budgets. During the 2024-2025 League year, DIAD members completed 7,318 volunteer hours in support of community partners. A total of 237 women participated in 25 service events during DIAD's Weekend of Service.

COMMUNITY PLACEMENTS

826DC (READING ALL-STARS)

826DC (Reading All-Stars) provides writing and reading support to **thousands** of DC students each year through creative literacy programs. JLW volunteers help children strengthen reading confidence and fluency by participating in Reading All-Stars, one of the **League's longest-running literacy initiatives**. This placement directly supports JLW's multi-decade literacy focus dating back to the 1970s.



Reading All-Stars Committee members promote literacy through hands-on service.

CALVARY WOMEN'S SERVICES

Calvary Women's Services provides safe housing, health care, job training, and trauma-informed support for women. JLW's longstanding partnership has contributed to more than **45,000 nights** of safe housing and serves more than **250 women** annually according to the 2025 Spring publication. Volunteers help deliver professional development workshops, meals, and holiday programming that empower women to build independent lives.



JLW members participate at the Calvary Women's Services Community Walk.

NATIONAL MUSEUM OF WOMEN IN THE ARTS

The National Museum of Women in the Arts (NMWA) is the first museum in the world dedicated to championing women artists and advancing gender equity. Since 1982, the JLW has partnered with NMWA, providing over **\$89,000** in early grant funding to establish its volunteer program. JLW volunteers contribute **200+ hours** each season, supporting community days, artist talks, and signature programs including Fresh Talk and NMWA Nights. This placement empowers members to expand access to the arts and advocate for women artists.



JLW members educate the community at NMWA art events.

IN-LEAGUE PLACEMENTS

NEW MEMBER



New Members make friendship bracelets at the annual New Member Retreat.

The New Member Committee plays a vital role in welcoming and integrating new members into the Junior League of Washington. Rooted in JLW's long-standing commitment to training and mentorship, the committee designs the New Member experience to introduce League history, values, and expectations while fostering meaningful connections among members. Through structured orientations, small-group engagement, and guided learning, New Members gain a strong foundation in volunteerism and leadership. New Members participate in service projects, attend trainings, and connect with Active and Sustainer members who model lifelong engagement. This intentional first-year experience ensures new members feel supported, informed, and prepared to contribute to JLW's mission and community impact.

New Member mini-placements do not include Transfer Committee or New Member Committee.

TRANSFERS



Transfers welcoming the New Year together.

The Transfers Committee supports Junior League members who are relocating to the Washington, DC area by helping them integrate smoothly into JLW's community, service opportunities, and leadership structure. Through the Welcome to Washington events, small-group connections, and guided introductions to placements and committees, the committee ensures transfer members feel informed, supported, and engaged from the start. A unique benefit of Junior League membership is the ability to transfer between Leagues nationwide, allowing members to continue their commitment to service, sisterhood and leadership when personal or professional transitions bring them to a new city.



Transfer members creating lifelong friendships at their annual Spring Social.

IN-LEAGUE PLACEMENTS

MEMBER RESOURCES

The Member Resources Committee serves as a central support system for Junior League of Washington members, helping ensure a successful and meaningful League experience. The committee matches members with placements aligned to their skills, availability, and stage of life. Members serve as Placement Liaisons, advise committee chairs, support leadership development, and organize Member Town Halls and Placement Information Events. Through key resources and guidance, the committee strengthens communication, retention, and an inclusive, effective volunteer ecosystem.



JLW members attend Placement Information Events hosted by Member Resources to explore placement opportunities.

STRATEGIC PLANNING

The Strategic Planning Committee guides the JLW's long-term vision by developing and maintaining the Strategic Plan, annual goals, and Focus Area. The committee supports councils and committees in aligning measurable work plans with League priorities to ensure sustainable, mission-driven impact.

ARCHIVES



Justice Sandra Day O'Connor at the 1998 JLW Sustainer Luncheon.

Members of the Archives Committee preserve and share the history of the Junior League of Washington by collecting, cataloging, and maintaining records of League activities and volunteer leadership. Members collaborate with councils, Sustainers, and staff to support historical preservation through

research, writing, presentations, and displays. This placement is ideal for members interested in history, storytelling, research, collaboration, and contributing to a multi-year oral history project that documents JLW's legacy and impact.

PUBLICATIONS

Members of the Publications Committee help tell the story of the Junior League of Washington through writing, editing, design, and storytelling. Committee members contribute blog posts, Annual Report content, and articles for 3039 M, JLW's annual magazine, with every member having the opportunity to become a published author. Members strengthen core communications skills through coaching, peer edits, and hands-on deadlines that mirror real editorial workflows. They also build confidence in giving and receiving feedback, managing projects from concept to publication, and collaborating across teams to produce polished, mission-aligned content.

** Not all In-League, Fundraising, and Community Placements are featured due to the large number of committees.*

SIGNATURE FUNDRAISING EVENTS



JLW members bringing Main Dish Energy at the Women's Leadership Breakfast with the inspiring Carla Hall from Food Network.

Women's Leadership Breakfast (WLB) brings together a diverse group of 350 or more attendees each year to celebrate and learn from women leaders across the region. Featuring keynote speakers, award honorees, and panel discussions, WLB strengthens JLW's mission of developing the potential of women and elevating pathways to leadership. The event showcases representation across industries and backgrounds and remains one of JLW's most impactful fundraising and leadership development events.

Art of Entertaining (AOE) is a JLW fundraising gala that brings together members, community partners, and local experts for hands-on demonstrations in cooking, hosting, and entertaining. The event welcomes hundreds of attendees each year and helps raise critical funds that support JLW's community programs and training initiatives.

Tossed & Found (T&F) has raised **over \$2.8 million** for the community since 1992. In 2025, the event generated more than **\$200,000**, including \$115,000 in on-site sales and \$25,000 from the auction. The sale attracts over 1,000 shoppers and diverts thousands of donated goods into the hands of local families. Tossed & Found mobilizes hundreds of volunteers and serves as a bridge between JLW fundraising and community support through programs like Community Cash Cards.

JLW FUNDRAISING



AOE Steering Committee members supporting community impact through fundraising and leadership.



JLW members come together to celebrate community and impact at the annual AOE Gala.



T & F committee members gather at A Quality Occasion Night, celebrating a signature JLW fundraiser that transforms donated goods into funding for community programs across Washington, DC.



Amy Decker is serving Main Dish Energy with WLB speaker Carla Hall.



The T & F Children's Trunk Show is a beloved DC community event, providing quality clothing through donations and cash cards to support children and families.

JLW FUNDRAISING



JLW members gather at the WLB, building connections and exchanging ideas that advance our mission to develop women leaders and make meaningful community impact.



The Annual AOE Gala showcases stunning tablescapes designed by event planners, florists, and community partners, celebrating creativity with purpose.



T&F Co-Chairs prepare the Children's Trunk Show, turning planning into direct community impact for local families.



Through sponsorships, ticket sales, and donor support, the event strengthens our ability to invest in community partnerships and member-led impact year-round.

NATIONAL BOOK FESTIVAL



JLW members and President Babcock volunteer at NBF promoting literacy in the community.

The National Book Festival is one of the most significant literacy events in the United States and attracts more than **200,000 visitors** every year to celebrate reading, authors, and lifelong learning. Since its founding partnership with First Lady Laura Bush and the Library of Congress in 2001, the festival has grown into a nationally recognized event that promotes equitable access to books and literacy programming for families across the country. The Junior League of Washington has been a cornerstone volunteer partner for more than **two decades** and continues to play a vital role in the success, reach, and accessibility of the festival.

JLW's participation is one of the organization's largest annual volunteer mobilizations. The September 2025 National Book Festival marked a record-breaking year for JLW, with **400 volunteers** contributing over **2,500 service hours**. The Literacy Events Planning (LEP) Committee coordinates JLW's National Book Festival support by researching authors, preparing event materials, managing volunteer logistics, and ensuring that hundreds of trained members are ready to assist with literacy activities, author lines, and public engagement throughout the festival. Volunteers supported family engagement zones, author signing lines, accessibility accommodations, and large-scale literacy activities for children. This level of participation reflects JLW's historic commitment to literacy, which spans more than **100 years**, and its organizational legacy of donated service which totals over **2 million volunteer hours** and more than **\$6 million** in community grants over its lifetime. The League's continued commitment ensures that families across Washington, DC enjoy access to joyful, high quality literacy experiences that inspire lifelong reading.

SKILLS AND TRAINING



The Junior League of Washington provides leadership and skill-building opportunities that meet members at every stage of their personal and professional growth. Through hands-on placements, members gain experience in project management, public speaking, event planning, and collaborative decision making while contributing to meaningful community impact. JLW also offers workshops, professional development sessions, and a peer mentorship program that supports confidence building and connection. Together, these experiences help women strengthen their skills, expand their networks, and grow as leaders inside and outside the League.

DEVELOPMENT & TRAINING: CORE SKILLS AND PROFESSIONAL WORKSHOPS

D&T is responsible for skill-building across the entire membership and offers workshops related to leadership, communication, strategic thinking, financial literacy, and emerging topics like AI. This is one of the most robust training pillars in JLW and across Junior Leagues nationally. In the 2024-2025 League year alone, **27 training sessions** were offered, with **1,332 members** attending these sessions.

COMMUNITY TRAINING COMMITTEE: SKILLS FOR COMMUNITY IMPACT

CTC prepares volunteers for high-impact service by providing training in trauma-informed care, mental health first aid, communication, de-escalation, homelessness, food insecurity, and social issue education. The goal is to ensure members enter placements with the knowledge and cultural awareness needed to serve effectively. CTC also partners with organizations like New Endeavors by Women and Woodley House and supports volunteer skill development through hands-on workshops, coaching, and issue-based training.

LEADERSHIP



Get On Board Spring 2025 graduates celebrate completing JLW's nonprofit board training program, joining more than 200 alumni prepared to lead with strategic governance expertise.

STRENGTHENING WOMEN'S LEADERSHIP THROUGH EDUCATION AND BOARD TRAINING

The Leadership Institute (LI) is the cornerstone of JLW's leadership development ecosystem, offering a yearlong leadership curriculum, mid-year sessions, guest speakers, and guided pathways to leadership roles within the League and the wider community. The program builds confidence, strategic decision-making, and community leadership skills, and members consistently describe it as transformative in shaping their leadership identity. **Get On Board**, one of JLW's flagship leadership offerings, prepares women for nonprofit board service through governance theory and hands-on applied training. Since 2014, **more than 200 JLW members** have completed the program, and demand continues to grow, with the Leadership Institute receiving a record 72 applications in the most recent cycle.

The Leadership Institute offers JLW members a dynamic pathway to grow as confident, purpose-driven leaders through education shaped by member feedback and community needs. By integrating insights from Get On Board alumnae, connecting members with nonprofit leaders, and engaging expert trainers, the Institute delivers relevant, real-world leadership development. Recent highlights include highly rated summer and midyear sessions aligned with JLW's priorities, innovative offerings such as Knowledge Nuggets and the inaugural Get On Board Reunion. The Leadership Institute reflects JLW's investment in preparing members for leadership within the League and beyond.



The Leadership Institute serves as a cornerstone of JLW's commitment to developing confident, community-ready leaders.

MENTORSHIP & NETWORKING



Inaugural Mentorship Committee members Shalini Ray, Laura Shull-Chandler, Kristyn King, and Natalie Hales help pilot the JLW Mentorship Program.

BUILDING COMMUNITY THROUGH MENTORSHIP AND NETWORKING

The Mentorship Program complements this formal training by providing individualized support and connecting members with experienced mentors who guide both personal and professional growth. Participants are matched based on shared goals and interests and meet regularly to build skills, gain insight, and create meaningful relationships across the League. Following an enthusiastic kickoff on October 14, the mentorship pilot expanded due to overwhelming interest, with **21 mentors supporting 38 mentees** after mentors volunteered to take on additional matches. Interest spans leadership levels, with 26 participants not currently in JLW leadership roles and 14 in leadership, and programming now includes a DIAD MLK Week of Service volunteer event with Martha's Table and a speed networking event in late February. The program strengthens JLW's collaborative culture and offers structured guidance that helps members succeed in their placements, pursue leadership positions, and expand their impact both inside and outside the League.

The Mastermind Dinner Series anchors networking within the Junior League of Washington, offering intentional, small-group opportunities for members to connect across careers, life stages, and leadership paths. These curated dinners foster meaningful relationship-building through guided conversation, idea-sharing, and peer learning. Together with broader League networking opportunities, the series helps members build lasting professional connections and confidence.

COMMITMENT TO DEIAB



JLW members at our monthly Work From Headquarters initiative to promote community and belonging.



JLW members are all smiles at the inaugural Work From Headquarters event as they connect, create, and collaborate together.

ADVANCING DEIAB THROUGH GOVERNANCE, TRAINING, AND INCLUSIVE MEMBER ENGAGEMENT

JLW has made intentional efforts over the last five years to build a membership and community that is diverse, inclusive, equitable, accessible, and deeply rooted in belonging. The League partnered with external consultants to assess internal practices and develop a multi-year roadmap for meaningful, measurable change. In 2024, JLW earned the Association of Junior Leagues International **Award for DEIAB Excellence** for integrating Diversity, Equity, Inclusion, Accessibility, and Belonging into governance, leadership pipelines, and long-term planning.

JLW implemented quarterly member town halls, more inclusive food practices, and “DEIAB Moments” in League Lines to support ongoing learning, dialogue, and transparency. Additional initiatives focus on creating shared language and consistent practices that strengthen belonging across all councils. JLW expanded DEIB to DEIAB by formally adding Accessibility as a core value and enhancing inclusivity throughout Headquarters. Improvements such as wider doorways, automatic door openers, and clearer wayfinding make the historic building more welcoming and easier to navigate for all members.

JLW supports members at **all life stages** by encouraging mothers to bring children to meetings, maintaining a private nursing room, and offering Work From Headquarters (WFH), a monthly opportunity that promotes flexibility, connection, collaboration, and balance for working caregivers and professionals. Lastly, JLW applies a DEIAB lens to guide and evaluate programs and partnerships, ensuring collaborations are equitable, inclusive, and aligned with community needs for lasting impact.

ESPRIT



Strength, balance, and sisterhood. JLW members joined ESPRIT for a refreshing yoga session together.

Esprit is the Junior League of Washington's community-building committee and serves as the heart of member connection. The committee enriches the JLW experience with a variety of social, educational, and cultural events. Its purpose is to create welcoming spaces where women can form friendships, build confidence, and feel at home within the League. In the 2024 to 2025 League year, Esprit hosted more than **81 social events**. These gatherings included elegant teas at the Willard, wellness sessions at Equinox, Friendsgiving with 55 attendees, neighborhood meetups across DC, Maryland, and Virginia, private museum tours, game nights, and happy hours.

Esprit also organizes inclusive programs such as the Neighborhood Party, where members connect in small groups to share stories and local recommendations. Members consistently praised the warm environment at these events and noted that Esprit helped them meet new friends or come out of their shell. With a variety of social events, Esprit offers an accessible and meaningful way to stay connected throughout the League year.



ESPRIT



JLW members gather over coffee, building connection, community, and lifelong relationships through shared conversation and fellowship.

- **Themed Social & Cultural Events:** Hosted celebratory gatherings such as the Oscar Watch Party, Annual 3039 M Magazine Drop Party, Taylor Swift-themed launch party, Color Season Soirée, Halloween, and Holiday Tea.
- **Cultural Outings:** Curated experiences including private museum tours, gallery yoga, artist studio visits, author talks, concerts, and embassy receptions.
- **Community Meetups Across the DMV:** Coordinated dozens of neighborhood meetups across Washington, DC, Maryland, and Virginia, facilitating local connections.
- **Wellness & Active Events:** Offered accessible wellness activities such as yoga in museums, barre, rowing, group walks, biking, and hikes at Rock Creek Park, welcoming members of all fitness levels.
- **Creative & Hands-On Experiences:** Hosted interactive workshops including flower arranging, pressed flower art, sketching meetups, sip-and-paint events, and dessert exchanges that encouraged relaxed conversation and creativity.
- **Professional & Interest-Based Dinners:** Organized Mastermind Dinners across fields such as public health, law, communications, cybersecurity, energy, environment, and national security, fostering meaningful professional connection.



Publications Committee showing off their member-led written, edited, and designed magazine at the Annual Magazine Drop party hosted by ESPRIT!



ESPRIT hosts an Alexandria Neighborhood Meetup, facilitating local gatherings that connect JLW members and strengthen community.



JLW members attend concert picnic at the Capitol.

MEMBERSHIP BENEFITS



A POWERFUL NETWORK

Join a community of 2,200+ women from diverse backgrounds who lead in their workplaces, homes, and communities. JLW members form lasting personal and professional connections through shared service, leadership, and collaboration across the Washington, DC region.



UNITED BY A MISSION

Every member brings her own story, yet all are connected by one mission: advancing women's leadership for meaningful community impact. Together, JLW members contribute 20,000+ hours of volunteer service each year, supporting local nonprofits and DC families.



LEADERSHIP TRAINING

From the award-winning Get On Board program to Leadership Institute and Development & Training sessions, JLW offers robust leadership development. More than 200 women have completed Get On Board. JLW delivers a range of training programs, including skill-building and leadership workshops, designed to enhance members' personal and professional development.



COMMUNITY CONNECTION

Whether through neighborhood events, small-group socials, or hands-on service projects, JLW fosters meaningful relationships across DC, Maryland, and Virginia. Members strengthen their community ties while supporting impactful partners like Bright Beginnings, The Foundation Schools, Horton's Kids, and more.



EXCLUSIVE PERKS

Enjoy member-only discounts, private shopping events, and special offers from brands like Lilly Pulitzer and Tory Burch. Access perks for theater, museums, fitness, and wellness, plus unique JLW experiences such as Esprit socials, cultural outings, and seasonal celebrations.

RECRUITMENT TIMELINE

JANUARY

1

RECRUITMENT ORIENTATION SESSIONS

Must Attend **One**

- Saturday, January 31, 10:00 AM
- Friday, February 6, 7:00 PM
- Sunday, February 22, 10:00 AM
- Tuesday, March 3, 7:00 PM
- Friday, March 13, 7:00 PM

FEBRUARY

2

APPLICANT INFORMATION FORM

When recruitment opens for the 2025–2026 League Year, you will receive a notification to complete the short AIF. *This form is required to sign up for ROS.*

Due: **February 15, 2026.**

APPLICATION FORM

After attending an ROS, you will receive a non-transferable link to the JLW application and the **\$35** non-refundable applicant processing fee. If you are not selected in the lottery, the fee will be waived if you reapply the following year.

Due: **March 20, 2026 at 11:59 PM**

MARCH

3

NOTIFICATION OF ACCEPTANCE

Prospective New Members receive acceptance status: Mid-April 2026.

JLW welcomes about 250–300 new members each year. Accepted applicants must pay new member dues and course fee (\$352) by **May 1, 2026.**

Payment plans and scholarships are available.

APRIL

4

NEW MEMBER YEAR STARTS

Your New Member Year starts **June 1, 2026!**

JUNE

5

JUNIOR LEAGUE DUES



Category	New Member	Active Member
AJLI Fee	\$43	\$43
Building Support	\$15	\$15
Membership Growth Support (MG)	\$10	\$10
Course Fee	\$130	—
JLW Dues	\$154	\$265
Total	\$352	\$333

Financial Aid is available. Please contact Membership Development Coordinator Katye@jlw.org for payment options and scholarships.

JLW LIFE

JLW LIFE celebrates the milestones that shape our members' lives, from weddings and baby showers to career transitions and new chapters, all supported by a lifelong sisterhood of women.



JLW members coming together in the spirit of gratitude, connection, and community at Friendsgiving.



Recruitment Orientation Session (ROS) Chair Elizabeth Burton-Jones, Recruitment Chair Desiree Carey, and Recruitment Open House (ROH) and Vice Chair Dr. Khiana Clemons



All smiles! Tiffani C. Moore President Elect-Elect, Community Affairs (CA) Council Director Ashley Taylor, and Recruitment Vice Chair Dr. Khiana Clemons.



Friendships formed through service and strengthened by shared purpose in JLW.



Just hanging out at the White House, sharing laughs and making memories together.

JLW LIFE



JLW members living their best life at Brielle's engagement celebration! From left to right: Cinque, Yurika, bride-to-be Brielle, Elizabeth, and Erin. Here's to love, joy, and happy beginnings!



The JLW Gardening Club connects members through hands-on gardening, seasonal learning, and a shared commitment to sustainability and community.



JLW members enjoying Mahjong and connecting during a game night at Headquarters.



JLW members enjoying a beautiful Spring Reception at 3039 M, our second home and the heart of our League community.



JLW members attending March of Dimes DC gala. President-Elect Jackie Frederick-Maturo, CA CD Ashley Taylor, President Babcock, Jackie Malkes (Heroine of DC finalist), Kristyn King (Heroine of DC Winner), former Presidents Charlyn Stanberry (24-25) (Heroine of DC Finalist), former President Kimberly Price (23-24), and former President Aimee Soller (2017-2018).

Finding my place!

JLW LIFE



Stitching in the Parlor Club members meet monthly for community, creativity, and crafting.



JLW members volunteering at the community foodbank to help alleviate food insecurity.



The Gardening Club hosts a garden therapy workshop with the seniors at Seabury Friendship Terrace in DC. The longest member interest group in JLW helps seniors create their own Valentine's flower arrangements.



JLW members are fully in their JLW era. Service, leadership, and sisterhood never go out of style!



JLW Members at Girls in Gear one of our community placements.

THE JUNIOR LEAGUE
DEVELOPING WOMEN
TO DO A WORLD OF *good.*

JLW LIFE



JLW members come together to decorate 3039 M for the holidays, transforming it into a welcoming second home that reflects the spirit of LIFE and lifelong membership. Adisa Hargett-Robinson, Tracey L. Martin, Lillian Gillespie, & Bridget Flood.



JLW for LIFE! Cheering on the Nats, building sisterhood, and making memories that last a lifetime.



Bridget Mahoney, Emily Whittaker, and New Member Council Director Kristin Koernig are all smiles as they prepare to welcome prospective members into the Junior League of Washington headquarters.



Desiree Carey, Noelle Fritz, Elizabeth Killian, Stephanie Rendon, Dr. Amna Choudry, Lindsay Jenkins, Elizabeth McCormick, and Amy Decker at the 3039 M Magazine Launch Party hosted by ESPRIT.



JLW members gather at ODI to deepen leadership skills, engage in shared learning, and strengthen their collective impact within the League. From left to right: Girls in Gear Committee Chair Caren Roushkolb, Strategic Sustainability Council Assistant Director Melanie Goerke, Communications and PR Council Director Taylor Jackson, and Membership Outreach Committee Chair Amanda Gray "AG" Bailey.

JLW LIFE



JLW members Mother and Daughter pair Sheri (left) and Claire (right) are flying high!

Sheri O'Connell states, "Four decades ago, I joined the Junior League of Austin, TX. Belonging to the Junior League is a wonderful opportunity to give back to the community, strengthen leadership skills, and make lasting friendships. I still visit my Junior League friends in Austin. These same Junior League of Austin members threw Claire a baby shower. Twenty years ago, I transferred to the JLW and felt immense pride when my daughter, Claire joined. Claire met many of my JLW friends when I hosted events at my home. Claire is now engaged to be married in 2026, and I am still active as a JLW Sustainer. Being part of the JLW has provided us with the chance to forge deep connections of sisterhood through meaningful endeavors, championing significant causes, and creating a lasting impact on our community."

Helen Anthony states, "I grew up hearing about my mother's time as a member of various Junior Leagues (including JLW!) and how it allowed her to easily jump into new communities and make a positive impact. When I moved to the DMV in the 2010s, I knew I had to get involved with Junior League too. In my nine active years, I have built meaningful friendships and volunteered



across a range of placements and events. Through JLW, I have continued the legacy of giving back to my community that my mother instilled in me. *Right to left: Virginia Anthony and Helen Anthony smile over shared memories!*



Michele Dobiecki states, "As a single mom, doing it all can feel overwhelming, but the friendships I've found through the Junior League of Washington have been a true source of strength. Through JLW, I've been able to serve the DC community alongside my son, sharing with him the joy and purpose of philanthropy."



Bridget Shea Westfall states, "I'm a first-generation Junior Leaguer, introduced through the Susan K Fundraiser in St. Louis. As I began my career in nonprofit and public service, I noticed many leaders I admired were League members. Joining JLW is one of the best decisions of my life, offering invaluable opportunities to grow in board development, community service, and leadership. As a mom who served on the Board with little kids in tow, I believe local change counts—from mentoring middle schoolers and advancing DEIAB to building community through Esprit—and I want my boys to know that civic engagement matters and that women's leadership, like the Junior League champions across DC, MD, and VA, is something to value and support."

JLW LIFE



JLW LIFE



AWARDS



TIFFANI C. MOORE 40 OVER 40 WINNER

Tiffani Moore was honored as a 40 Over 40 award recipient for her outstanding leadership, commitment to public service, and significant contributions to affordable housing and community development. As Manager of the FHLBank Affordable Programs Branch at FHFA, she helped modernize the Federal Home Loan Banks' Affordable Housing Program rules, the first comprehensive update since 1997, influencing more than 1 million affordable housing units and directing over \$8.5 billion in subsidies to expand access for low- and moderate-income households. Her recognition reflects the impact she makes professionally and within JLW, inspiring women across the League to lead with purpose and excellence.

WINNER OF AJLI AWARDS

JLW received the 2025 Association of Junior League International (AJLI) Communication Award for its "League of Extraordinary Women" podcast, recognized for expanding communication and outreach across the community. The podcast spotlights community partners, shares member stories, and highlights the League's impact. Honored with the 2024 AJLI "Dedication to the Mission" Award, JLW was recognized for outstanding service, leadership training, and DEIAB efforts, along with its 300-plus annual new members, strong retention rate, and excellence in literacy and food access initiatives.



CHARLYN STANBERRY 40 UNDER 40 WINNER

Charlyn Stanberry, the 86th President of the Junior League of Washington, is a respected lawyer, lobbyist, and advocate whose career spans government relations, public policy, and community impact. As Vice President of Government Relations for the National Association of Broadcasters, she leads legislative strategy and advances equity and access. Her roles with Congress, HUD, and national nonprofits reflect a strong commitment to service. Charlyn's leadership and dedication to empowering women earned her recognition in AJLI's inaugural Top 40 Under 40 class.

FAQS

SPONSORS

DO I NEED A SPONSOR OR LETTER OF RECOMMENDATION TO JOIN JLW?

No. JLW does not require a sponsor or a letter of recommendation. All prospective new members may apply through the standard application process. This approach ensures an equitable and inclusive experience for all applicants by removing barriers to entry and supporting equal opportunity within our membership process. Our goal is to make joining the League accessible, transparent, and welcoming for every individual.

DUE DATE

CAN I SUBMIT MY APPLICATION AFTER THE DUE DATE?

Applications must be submitted by the published **deadline of March 20** so the League can plan for onboarding, training, and placement assignments. If you miss the deadline, we encourage you to attend future recruitment events and apply during the next cycle. This helps ensure a fair and consistent process for all prospective members.

COMMUNICATION

AFTER SUBMITTING MY APPLICATION, WHEN WILL I RECEIVE AN UPDATE FROM JLW?

Applicants will be notified of their acceptance status in **mid-April**. Communication from the New Member Committee begins in the summer once placements, schedules, and New Member cohorts have been finalized.. Once preparations are complete, the New Member Committee will reach out with all the information you need to begin your New Member year.

WHY JLW?



★★★★★

Jacqueline Frederick-Maturo

P R E S I D E N T - E L E C T

"I love the JLW because it serves as an incubator for women's development. Our investment in women today ensures broader community impact tomorrow."



★★★★★

Nancy Piness

S U S T A I N E R

"Joining the JLW in 1982 was life-changing, offering personal and professional benefits beyond anything I imagined. I cherish lifelong friendships with extraordinary JLW women. I remain deeply grateful for opportunities to grow as a servant leader through meaningful in-League and community projects across the greater Washington, DC area."



★★★★★

Tiffani C. Moore



P R E S I D E N T E L E C T - E L E C T

"I love the Junior League of Washington for its authentic sisterhood, hands-on commitment to service, and intentional leadership development that empowers women to create meaningful, lasting impact in our community."

KEEP IN TOUCH



JLW Members volunteering at the 2025 National Book Festival in Washington, DC.

 3039 M Street NW
Washington, DC 20007
 (202) 337-2001

 info@jlw.org
 www.jlw.org

FOLLOW JLW!

Instagram: @juniorleagueofwashington
Facebook: Junior League of Washington
LinkedIn: Junior League of Washington

THANK YOU!

A heartfelt thank you! *Dr. Amna Choudry*



Dear Prospective Members,

The Junior League of Washington is more than an organization. It is a community, a commitment, and a lifelong journey of service, leadership, and connection. For 113 years, JLW has thrived because of women who show up with purpose, generosity, and a shared belief that meaningful change happens when we work together.

To our members, thank you. Your dedication to service, your willingness to lead, and your investment in one another continue to strengthen the Greater Washington, DC area. Through your time, talents, and heart, you create a space where women are supported, challenged, and celebrated through every season of life. JLW is what it is because of you.

To our prospective members, we are so excited to welcome you into this story. Your interest in JLW reflects a desire to serve, to grow, and to belong to something larger than yourself. As you explore this next step, we hope you see the Junior League of Washington as a place where service opens the door and community keeps you here. This is a League where women lean in and listen, invest in their development, find pathways to opportunity, and stay engaged with one another and the city we serve.

JLW is about navigating life together. It is about building friendships that extend beyond committees, learning from one another's experiences, and growing side by side. It is about showing up boldly, growing intentionally, and shining collectively. We look forward to welcoming new members, deepening our connections, and continuing this JLW LIFE together.

Yours in JLW Service,

Dr. Amna Choudry

Junior League of Washington Recruitment Communications Co-Chair 2025-2026

ACKNOWLEDGEMENTS

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To learn even more about JLW, please access the
3039 M Magazine and Annual Report links below.



[3039 M Magazine](#)



[Annual Report](#)

GLOSSARY

Acronyms and Common Terms

ACD—Assistant Council Director. Supports a Council Director and helps oversee committees and initiatives.

AIF—Applicant Interest Form. The form applicants complete to provide key information during recruitment.

AoE/AOE—Art of Entertaining. A signature JLW fundraising event featuring curated décor, tablescapes, vendors, and culminating in an annual gala that supports the League's mission and community impact.

AWC—A Wider Circle. JLW community partner organization.

BB—Bright Beginnings. JLW community partner organization.

Blue Book—JLW handbook outlining mission, policies, bylaws, governance structure, and membership requirements.

BOD—Board of Directors. The League's governing body.

CPR—Communications & PR Council. The council responsible for League communications, branding, and public relations.

DEIAB—Diversity, Equity, Inclusion, Accessibility, and Belonging. The framework and ongoing work that promote diversity, equitable participation, inclusive leadership, accessible engagement, and a strong sense of belonging for all members.

D&T—Development & Training. Leadership development and training initiatives within the League.

FLOC—For the Love of Children. JLW community partner organization.

FOJL—Friends of the Junior League. Supporter and donor community connected to JLW.

GMM—General Membership Meeting. Meeting of the full League membership.

GOB—Get On Board. A JLW specialized training designed to introduce members to governance, Board service opportunities, and pathways into League leadership.

HK—Horton's Kids. JLW community partner organization.

HQ—Headquarters. The Junior League of Washington building and primary meeting space.

JLW—Junior League of Washington.

LI—Leadership Institute. JLW leadership development programming designed to build skills and confidence.

LL—League Lines. Official JLW member communications and updates.

LOA—Leave of Absence. An approved pause from active membership requirements for a defined period.

MC—Membership Credit. Credits used to meet annual membership requirements.

MDC—Membership Development Council. The council responsible for recruitment, onboarding, member engagement, retention, and overall membership experience.

ME—Member Essentials. JLW's member portal for updating profiles, registering for events, and accessing internal information.

PE—President-Elect. The incoming President who serves one year in preparation before assuming the role of President, focusing on strategic planning, leadership transition, and League-wide initiatives.

GLOSSARY

- PEE**—President-Elect-Elect. The leader elected two years in advance of serving as President; she supports long-term planning and prepares for progression into the President-Elect and President roles.
- PF**—Placement Fair. Event where members explore available placements and leadership opportunities.
- PIE**—Placement Information Event. A session that explains placement options, responsibilities, and expectations.
- Rising Chair**—A member selected or slated to serve as Chair in the upcoming League year who participates in transition planning and preparation prior to formally assuming the Chair role.
- ROH**—Recruitment Open House. Introductory event for prospective members to learn about JLW.
- ROS**—Recruitment Orientation Session. Orientation session during recruitment that provides detailed information about membership expectations and next steps.
- RS**—Recording Secretary. Officer responsible for official minutes and documentation.
- SOP**—Standard Operating Procedure. A repeatable process document outlining how a task or initiative is executed.
- T&F (Tossed & Found)**—JLW’s resale shop that accepts donated items and operates through member volunteer shifts to generate revenue in support of the League’s mission and community programs.
- VC**—Vice Chair. A committee leadership support role appointed to assist the Chair.
- VOB**—Volunteer Opportunities Brochure. Overview of volunteer and service placements within JLW.
- W&M**—Ways and Means Council. Council responsible for fundraising and revenue-generating initiatives.
- WLB**—Women’s Leadership Breakfast. A signature JLW fundraising breakfast event featuring a keynote speaker and celebrating women’s leadership while raising funds to support the League’s community initiatives.
- WSG**—Washington School for Girls. JLW community partner organization.

Membership Status Definitions

- Active Member**— A member who has completed New Member requirements and participates annually by fulfilling JLW requirements, which may include service, leadership, training, meeting participation, and dues.
- New Member/Provisional**—A member in her first year who is completing onboarding requirements, training sessions, and engagement activities prior to becoming Active.
- Prospective Member/Potential New Member (PNM)**—An individual exploring JLW membership and participating in recruitment events before applying or beginning the New Member year.
- Sustainer**—A member who has transitioned out of Active requirements according to JLW policy and remains affiliated through dues and optional involvement without the same annual participation requirements.
- Transfer**—A member who previously belonged to another Junior League and is joining JLW. Transfers complete a JLW-specific onboarding process to learn local policies, culture, and requirements.

NOTES



3039 M St NW, Washington, DC 20007
Phone: [\(202\) 337-2001](tel:2023372001)