<table>
<thead>
<tr>
<th>TRAINING &amp; LEADERSHIP</th>
<th>MEMBERSHIP CULTURE</th>
<th>VISIBILITY &amp; IDENTITY</th>
<th>FINANCE</th>
<th>GOVERNANCE &amp; SUSTAINABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically</td>
<td>Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning</td>
<td>Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community</td>
<td>Sustain a financially healthy and viable organization with diverse revenue sources</td>
<td>Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship</td>
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</table>
| Provide and promote internal training opportunities (P, PE, PPD, MC)  
- Provide 10-12 (approx. one per month) training opportunities for members, including events for partners to attend (PPD, PS)  
- Provide one GMM training related to D&I (D&I, BOD, PPD) | Actively recruit women who reflect the rich diversity of Baltimore (ALL)  
- Sign 30 FALL new members (MO)  
- Sign 30 SPRING new members (MO)  
- Reclaim 10 former JLB members (TR, SVP)  
Focus on new Transfer experience and fully integrating them into the League (TR)  
Foster a positive membership experience by offering clear and realistic expectations during the recruitment, transfer, active, sustainer and new member process (MO, TR, PC)  
Maintain a mentor program for incoming transfers; create a program for new members transitioning to active status (TR, MO)  
Provide and promote events that are seen as a member benefit (E, MC, PRM)  
Cultivate relationships between Placement Advisors and advisees (PC)  
Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross | Continue existing community partnerships (P, PE, PS, PAR)  
Conduct an evaluation of current JLB partnerships and provide a recommendation to the board for next steps (PAR, P, PE, CIVP)  
Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)  
Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)  
Further the JLB mission by highlighting the Community Impact Focus & the League’s IMPACT on community partners (PS, PRM, SC)  
Plan and execute at least one event or service opportunity per month with each Impact Partner (PS, PPD)  
Promote and implement accurate and particularized JLB messaging to New Members, Current Members and Public (MO, PRM, MC, W)  
Maintain and implement a public relations and communications plan (PRM, W, MC)  
Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League (PRM, WP) | Commit to creating a fiscally responsible environment with a system of checks and balances (All)  
Deliver 19-20 Wise Penny income goal of $197,000 (WP)  
Deliver 19-20 Fund Development income goal of $28,000 (FD, P)  
Determine the impact of the new Wise Penny Inventory Model on the League (WP)  
Develop a culture of philanthropy within the Junior League of Baltimore (All)  
Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC, MO, MC)  
Ensure board members are trained in their fiduciary responsibility to the organization (P, PE, T, TE, FD)  
Review current and potential fundraising initiatives, evaluate current and potential fundraising events, and disseminate information to membership (FD, FE)  
Submit at least one foundation, corporation or government grant in support of the JLB’s mission, operations, or community impact areas (FD, P, PE, PS) | Monitor and adjust our five-year Strategic Plan to ensure our goals continue to align with our organizational priorities. (BOD)  
Provide members with all the necessary tools and resources to help them achieve their full potential within the organization (BOD)  
Continue to provide a clear leadership transitioning process to ensure preservation of information and historical context (P, PE, NC, PC)  
Prioritize and expedite refinancing HQ (T, TE, IC, P, PE, FVP, FVPE)  
Prioritize HQ maintenance and ongoing annual maintenance plan to be good stewards of the building (T, TE, IC, P, PE, FVP, FVPE)  
Develop, monitor, and communicate Annual Plan (All)  
Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)  
Develop and execute a plan to ensure the preservation of historical information, documents and records (H, S, P, PE, NC, PC) |
| Provide leadership development and training opportunities (NC)  
- 2 members (PE & PEE) to Winter Leadership  
- 6-8 members to ODI  
- 3-4 members (including PE & PEE) to Annual Conference | Promote leadership development and training opportunities (P, PE, NC, PPD, MC)  
- Identify 3-4 MANO (Maryland Association Non-Profit Organizations) trainings to members (PC, NC, PPD)  
- Identify 3-4 external trainings related to JLB positions (PC, NC, PPD)  
- ALL Webinar trainings (PC, MC, PPD) | Identify skill sets needed for each Leadership Role (NC, PC, MO, TR, PPD).  
Offer training to members who wish to acquire such skills as they relate | Identify 3-4 (MO, PRM, WPP, PPD)  
Identify and promote (NC)  
Identify and promote (CIVP)  
Identify and promote (WPP) | Identify 3-4 (MO, PRM, WPP, PPD)  
Identify and promote (NC)  
Identify and promote (CIVP)  
Identify and promote (WPP) | Identify 3-4 (MO, PRM, WPP, PPD)  
Identify and promote (NC)  
Identify and promote (CIVP)  
Identify and promote (WPP) | Identify 3-4 (MO, PRM, WPP, PPD)  
Identify and promote (NC)  
Identify and promote (CIVP)  
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Identify and promote (CIVP)  
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Identify and promote (CIVP)  
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Identify and promote (CIVP)  
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Identify and promote (CIVP)  
Identify and promote (WPP) | Identify 3-4 (MO, PRM, WPP, PPD)  
Identify and promote (NC)  
Identify and promote (CIVP)  
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Identify and promote (NC)  
Identify and promote (CIVP)  
Identify and promote (WPP) |
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<th>to Leadership Development (NC, PPD, PC).</th>
<th><strong>Collaboration with our community partners (SVP, PPD, MO, NC, MC)</strong></th>
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<td>Cultivate Leadership Pipeline (All)</td>
<td>Have 4 engagement opportunities with actives and sustainers (SVP, E, PPD, TR)</td>
</tr>
<tr>
<td>Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)</td>
<td>Assess the League’s current commitment to DNI through a membership survey to a significant cross-section of members and identify next steps in D&amp;I plan (D&amp;I, BOD)</td>
</tr>
<tr>
<td>Commit to providing 3 trainings at GMM (P, PE, PPD, E)</td>
<td>Review the League’s current operational protocol to ensure alignment with AJLI DNI objectives (D&amp;I)</td>
</tr>
<tr>
<td>Facilitate diversity educational opportunities for members (D&amp;I, PPD)</td>
<td>Equip all members with the tools to be JLB Ambassadors within the community (P, PE, SVP, PRM, MO, TR, MC, W)</td>
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<td></td>
<td>Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, W, FD)</td>
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<td></td>
<td>Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative (P, PE, FD, E, MC, PRM, W)</td>
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<td></td>
<td>Focus on the Larks becoming more visible and involved in the JLB, do more social activities and fundraisers with them, utilize them in marketing efforts, have them come to/perform at a GMM (L, PRM, MC, W)</td>
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<td></td>
<td>Educate all members about advocacy and identify appropriate areas to focus JLB advocacy efforts. (PAR, P, PE, CIVP, PPD)</td>
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<td></td>
<td>Enable everyone to be a champion for change (All)</td>
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<td></td>
<td>Responsibly manage the resources and relationships entrusted to us (All)</td>
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<tr>
<td></td>
<td>Develop a multi-year commitment for implementation of DNI initiatives into the league’s structure (D&amp;I)</td>
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<tr>
<td>Primary Ownership Legend</td>
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<td>--------------------------</td>
<td></td>
</tr>
<tr>
<td>P – President</td>
<td></td>
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<tr>
<td>PE – President Elect</td>
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<tr>
<td>S – Secretary</td>
<td></td>
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<tr>
<td>BOD – Board of Directors</td>
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<td><strong>MEMBERSHIP COUNCIL</strong></td>
<td></td>
</tr>
<tr>
<td>MO - Membership Outreach</td>
<td></td>
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<tr>
<td>PC - Placement Committee</td>
<td></td>
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<tr>
<td>E – Events</td>
<td></td>
</tr>
<tr>
<td>TR – Transfer &amp; Reclamation</td>
<td></td>
</tr>
<tr>
<td>SVP – Sustainer Vice President</td>
<td></td>
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<tr>
<td><strong>COMMUNICATIONS COUNCIL</strong></td>
<td></td>
</tr>
<tr>
<td>PRM – Public Relations &amp; Marketing</td>
<td></td>
</tr>
<tr>
<td>MC – Membership Communications</td>
<td></td>
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<tr>
<td>W – Website</td>
<td></td>
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<tr>
<td><strong>COMMUNITY IMPACT</strong></td>
<td></td>
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<tr>
<td>CIVP – Community Impact Vice President</td>
<td></td>
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<tr>
<td>PS – Partnership &amp; Service</td>
<td></td>
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<tr>
<td>PPD – Personal &amp; Professional Development</td>
<td></td>
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<tr>
<td>L – Larks</td>
<td></td>
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<tr>
<td>SC – Scholarship</td>
<td></td>
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<tr>
<td>PAR--Partnerships, Advocacy &amp; Research</td>
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<tr>
<td>BM--Board Match</td>
<td></td>
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<tr>
<td><strong>FUNDRAISING COUNCIL</strong></td>
<td></td>
</tr>
<tr>
<td>FVP – Fundraising VP</td>
<td></td>
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<tr>
<td>FVPE – Fundraising VP-Elect</td>
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<tr>
<td>FD – Fund Development</td>
<td></td>
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<tr>
<td>WP – Wise Penny</td>
<td></td>
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<tr>
<td>FE – Fundraising Events</td>
<td></td>
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<tr>
<td><strong>NOMINATING COMMITTEE</strong></td>
<td></td>
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<tr>
<td>NC – Nominating Committee</td>
<td></td>
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<tr>
<td><strong>TREASURER’S COUNCIL</strong></td>
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<tr>
<td>T – Treasurer</td>
<td></td>
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<tr>
<td>TE – Treasurer-Elect</td>
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<tr>
<td>AC – Audit Committee</td>
<td></td>
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<tr>
<td>IC – Investment Committee</td>
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<tr>
<td>5902--Building Committee</td>
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<tr>
<td><strong>SECRETARY’S COUNCIL</strong></td>
<td></td>
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<tr>
<td>H - Historian(s)</td>
<td></td>
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<tr>
<td><strong>NON-COUNCIL COMMITTEE (reports directly to Board)</strong></td>
<td></td>
</tr>
<tr>
<td>D&amp;I—Diversity and Inclusion Committee</td>
<td></td>
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</tbody>
</table>
BREAKDOWN OF COUNCIL OWNERSHIP

**Membership Council Goals**

**TRAINING & LEADERSHIP**

*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*

- Identify skill sets needed for each Leadership Role (NC, PC, MO, TR, PPD)
- Offer training to members who wish to acquire such skills as they relate to Leadership Development (NC, PPD, PC)
- Cultivate Leadership Pipeline (All)
- Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)
- Commit to providing 3 trainings at GMM (P, PE, PPD, E)

**MEMBERSHIP CULTURE**

*Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning*

- Actively recruit women who reflect the rich diversity of Baltimore (All)
  - Sign 30 FALL new members (MO)
  - Sign 30 SPRING new members (MO)
  - Reclaim 10 former JLB members (TR, SVP)
- Focus on new Transfer experience and fully integrating them into the League (TR)
- Foster a positive membership experience by offering clear and realistic expectations during the recruitment, transfer, active, sustainer and new member process (MO, TR, PC)
- Maintain a mentor program for incoming transfers; create a program for new members transitioning to active status (TR, MO)
- Provide and promote events that are seen as a member benefit (E, MC, PRM)
- Cultivate relationships between Placement Advisors and advisees (PC)
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross collaboration with our community partners (SVP, PPD, MO, NC, MC)
- Have 4 engagement opportunities with actives and sustainers (SVP, E, PPD, TR)

**VISIBILITY & IDENTITY**

*Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community*

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Promote and implement accurate and particularized JLB messaging to New Members, Current Members and Public (MO, PRM, MC, W)
- Equip all members with the tools to be JLB Ambassadors within the community (P, PE, SVP, PRM, MO, TR, MC, W)
- Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative (P, PE, FD, E, MC, PRM, W)
- Enable everyone to be a champion for change (All)

**FINANCE**

*Sustain a financially healthy and viable organization with diverse revenue sources*

- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)
- Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC, MO, MC)

**GOVERNANCE & SUSTAINABILITY**

*Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship*

- Continue to provide a clear leadership transitioning process to ensure preservation of information and historical context (P, PE, NC, PC)
- Develop, monitor, and communicate Annual Plan (All)
• Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
• Develop and execute a plan to ensure the preservation of historical information, documents and records (H, S, P, PE, NC, PC)
• Responsibly manage the resources and relationships entrusted to us (All)
**Communications Council Goals**

**TRAINING & LEADERSHIP**
*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*
- Provide and promote internal training opportunities (P, PE, PPD, MC)
- Promote leadership development and training opportunities (P, PE, PC, NC, PPD, MC)
  - Identify 3-4 MANO trainings to members (PC, NC, PPD)
  - Identify 3-4 external trainings related to JLB positions (PC, NC, PPD)
  - AJLI Webinar trainings (PC, MC, PPD)
  - Cultivate Leadership Pipeline (All)

**MEMBERSHIP CULTURE**
*Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning*
- Actively recruit women who reflect the rich diversity of Baltimore (All)
- Provide and promote events that are seen as a member benefit (E, MC, PRM)
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross collaboration with our community partners (SVP, PPD, MO, NC, MC)

**VISIBILITY & IDENTITY**
*Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community*
- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Further the JLB mission by highlighting the Community Impact & its IMPACT on community partners (PS, PRM, SC)
- Promote and implement accurate and particularized JLB messaging to New Members, Current Members and Public (MO, PRM, MC, W)
- Maintain and implement a public relations and communications plan (PRM, W, MC)
- Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League (PRM, WP)
- Equip all members with the tools to be JLB Ambassadors within the community (P, PE, SVP, PRM, MO, TR, MC, W)
- Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, W, FD)
- Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative (P, PE, FD, E, MC, PRM, W)
- Focus on the Larks becoming more visible and involved in the JLB, do more social activities and fundraisers with them, utilize them in marketing efforts, have them come to/perform at a GMM (L, PRM, MC, W)
- Enable everyone to be a champion for change (All)

**FINANCE**
*Sustain a financially healthy and viable organization with diverse revenue sources*
- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)
- Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC, MO, MC)

**GOVERNANCE & SUSTAINABILITY**
*Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship*
- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Responsibly manage the resources and relationships entrusted to us (All)
Community Impact Council Goals

TRAINING & LEADERSHIP
Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically

- Provide and promote internal training opportunities (P, PE, PPD, MC)
  - Provide 10-12 (approx., one per month) training opportunities for members, including events for partners to attend (PPD, PS)
  - Provide one GMM training related to D&I (D&I, BOD, PPD)
- Promote leadership development and training opportunities (P, PE, PC, NC, PPD, MC)
  - Identify 3-4 MANO (Maryland Association Non-Profit) trainings to members (PC, NC, PPD)
  - Identify 3-4 external trainings related to JLB positions (PC, NC, PPD)
  - AJLI Webinar trainings (PC, MC, PPD)
- Identify skill sets needed for each Leadership Role (NC, PC, MO, TR, PPD)
- Offer trainings to members who wish to acquire such skills as they relate to Leadership Development (NC, PPD, PC)
- Cultivate Leadership Pipeline (All)
- Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)
- Commit to providing 3 trainings at GMM (P, PE, PPD, E)
- Facilitate diversity educational opportunities for members (D&I, PPD)

MEMBERSHIP CULTURE
Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning

- Actively recruit women who reflect the rich diversity of Baltimore (All)
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross collaboration with our community partners (SVP, PPD, MO, NC, MC)
- Have 4 engagement opportunities with actives and sustainers (SVP, E, PPD, TR)

VISIBILITY & IDENTITY
Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community

- Continue existing community partnerships (P, PE, PS, PAR)
- Conduct an evaluation of current JLB partnerships and provide a recommendation to the board for next steps (PAR, P, PE, CIVP)
- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Further the JLB mission by highlighting the Community Impact & its IMPACT of community partners (PS, PRM, SC)
- Plan and execute at least one event or service opportunity per month with each Impact Partners (PS, PPD)
- Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, W, FD)
- Focus on the Larks becoming more visible and involved in the JLB, do more social activities and fundraisers with them, utilize them in marketing efforts, have them come to/perform at a GMM (L, PRM, MC, W)
- Educate all members about advocacy and identify appropriate areas to focus JLB advocacy efforts (PAR, P, PE, CIVP, PPD)
- Enable everyone to be a champion for change (All)

FINANCE
Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)
- Submit at least one foundation, corporation or government grant in support of the JLB’s mission, operations, or community impact areas (FD, P, PE, PS)
GOVERNANCE & SUSTAINABILITY

Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship

- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Responsibly manage the resources and relationships entrusted to us (All)
Fundraising Council Goals

TRAINING & LEADERSHIP
Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically
- Cultivate Leadership Pipeline (All)
- Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)

MEMBERSHIP CULTURE
Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning
- Actively recruit women who reflect the rich diversity of Baltimore (All)

VISIBILITY & IDENTITY
Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community
- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Leverage the visibility of the Wise Penny thrift store to communicate the impact of the Junior League (PRM, WP)
- Utilize strategic partnerships to increase visibility within the community (P, PE, PRM, PS, W, FD)
- Continue to engage membership and community to execute a community focused Giving Tuesday event and Little Black Dress Initiative (P, PE, FD, E, MC, PRM, W)

FINANCE
Sustain a financially healthy and viable organization with diverse revenue sources
- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Deliver 19-20 Wise Penny income goal of $197,000 (WP).
- Deliver 19-20 Fund Development income goal of $28,000 (FD, P)
- Determine the impact of the new Wise Penny Inventory Model on the Pipeline (WP)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)
- Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC, MO, MC)
- Ensure board members are trained in their fiduciary responsibility to the organization (P, PE, T, TE, FD)
- Review current and potential fundraising initiatives, evaluate current and potential fundraising events, and disseminate information to membership (FD, FE)
- Submit at least one foundation, corporation or government grant in support of the JLB’s mission, operations, or community impact areas (FD, P, PE, PS)

GOVERNANCE & SUSTAINABILITY
Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship
- Prioritize and expedite refinancing HQ (T, TE, IC, P, PE, FVP, FVPE)
- Prioritize HQ maintenance and ongoing annual maintenance plan to be good stewards of the building (T, TE, IC, P, PE, FVP, FVPE)
- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Responsibly manage the resources and relationships entrusted to us (All)
Nominating Committee Goals

**TRAINING & LEADERSHIP**
*Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically*

- Provide leadership development and training opportunities (NC)
  - 2 members (PE & PEE) to Winter Leadership
  - 6-8 members to ODI
  - 3-4 members (including PE & PEE) to Annual Conference
- Promote leadership development and training opportunities (P, PE, PC, PPD, MC)
  - Identify 3-4 MANO (Maryland Association Non-Profit Organizations) trainings to members (PC, NC, PPD)
  - Identify 3-4 external trainings related to JLB positions (PC, NC, PPD)
- Identify skill sets needed for each Leadership Role (NC, PC, MO, TR, PPD)
- Offer training to members who wish to acquire such skills as they relate to Leadership Development (NC, PPD, PC)
- Cultivate Leadership Pipeline (All)
- Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)

**MEMBERSHIP CULTURE**
*Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning*

- Actively recruit women who reflect the rich diversity of Baltimore (ALL)
- Provide and promote networking opportunities for membership focusing on resource sharing and collaboration, including cross collaboration with our community partners (SVP, PPD, MO, NC, MC)

**VISIBILITY & IDENTITY**
*Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community*

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Enable everyone to be a champion for change (All)

**FINANCE**
*Sustain a financially healthy and viable organization with diverse revenue sources*

- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)

**GOVERNANCE & SUSTAINABILITY**
*Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship*

- Continue to provide a clear leadership transitioning process to ensure preservation of information and historical context (P, PE, NC, PC)
- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Develop a plan to ensure the preservation of historical information, documents and records (H, S, P, PE, NC, PC)
- Responsibly manage the resources and relationships entrusted to us (All)
Treasurer's Council Goals

TRAINING & LEADERSHIP
Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically

- Cultivate Leadership Pipeline (All)
- Leverage member expertise, skills and knowledge to further the JLB mission (SVP, PPD, MO, PC, NC, FD, IC)

MEMBERSHIP CULTURE
Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning

- Actively recruit women who reflect the rich diversity of Baltimore (ALL)

VISIBILITY & IDENTITY
Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community

- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Enable everyone to be a champion for change (All)

FINANCE
Sustain a financially healthy and viable organization with diverse revenue sources

- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)
- Increase visibility and knowledge of JLB finances to members (T, TE, FD, IC, MO, MC)
- Ensure board members are trained in their fiduciary responsibility to the organization (P, PE, T, TE, FD)

GOVERNANCE & SUSTAINABILITY
Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship

- Prioritize and expedite refinancing HQ (T, TE, IC, P, PE, FVP, FVPE)
- Prioritize HQ maintenance and ongoing annual maintenance plan to be good stewards of the building (T, TE, IC, P, PE, FVP, FVPE)
- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Responsibly manage the resources and relationships entrusted to us (All)
SECRETARY’S COUNCIL GOALS

TRAINING & LEADERSHIP
Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically
- Cultivate Leadership Pipeline (All)

MEMBERSHIP CULTURE
Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning
- Actively recruit women who reflect the rich diversity of Baltimore (ALL)

VISIBILITY & IDENTITY
Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community
- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Enable everyone to be a champion for change (All)

FINANCE
Sustain a financially healthy and viable organization with diverse revenue sources
- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)

GOVERNANCE & SUSTAINABILITY
Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship
- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Develop and execute a plan to ensure the preservation of historical information, documents and records (H, S, P, PE, NC, PC)
- Responsibly manage the resources and relationships entrusted to us (All)
NON-COUNCIL COMMITTEE – DIVERSITY & INCLUSION COMMITTEE GOALS

TRAINING & LEADERSHIP
Provide both formal and informal learning opportunities to develop leadership skills our members can apply personally, professionally, and civically
- Provide one GMM training related to D&I (D&I, BOD, PPD)
- Cultivate Leadership Pipeline (All)
- Facilitate diversity educational opportunities for members (D&I, PPD)

MEMBERSHIP CULTURE
Cultivate an engaged community organization that promotes lifelong membership, leadership, and learning
- Actively recruit women who reflect the rich diversity of Baltimore (All)
- Assess the League’s current commitment to DNI through a membership survey to a significant cross-section of members and identify next steps in D&I plan (D&I, BOD)
- Review the League’s current operational protocol to ensure alignment with AJLI DNI objectives (D&I)

VISIBILITY & IDENTITY
Positively and consistently promote the Junior League brand, mission and members internally and throughout the Baltimore community
- Make a commitment to reach out to women owned and minority owned businesses for bids when seeking out vendors. (All)
- Ensure that the businesses JLB works with align with the mission of the Junior League of Baltimore. (All)
- Enable everyone to be a champion for change (All)

FINANCE
Sustain a financially healthy and viable organization with diverse revenue sources
- Commit to creating a fiscally responsible environment with a system of checks and balances (All)
- Develop a culture of philanthropy within the Junior League of Baltimore (All)

GOVERNANCE & SUSTAINABILITY
Ensure structure and policies are in place that promote strategic leadership, sound management, and ongoing mentorship
- Develop, monitor, and communicate Annual Plan (All)
- Educate and communicate to the membership the strategic and governing work the Board is engaged in on behalf of all of the members (All)
- Responsibly manage the resources and relationships entrusted to us (All)
- Develop a multi-year commitment for implementation of DNI initiatives into the league’s structure (D&I)