

World Lacrosse Nominating Committee Report

World Lacrosse General Assembly
Peterborough, Ontario
August 12-13, 2019

Committee Members

Seraphine Aelterman – Athletes Commission (European region)
Bob DeMarco – World Lacrosse Board
Katherine Loh – At-Large (Pan American region)
Yusuke Sasaki – At-Large (Asian Pacific region)
Steve Stenersen, chair – World Lacrosse board

An updated Terms of Reference (TOR) for the Nominations Committee, as well as the members of the newly-formed committee, were approved by the Board in the first quarter of 2019. The committee TOR is included as Addendum I in this report.

The committee conducted five conference calls between May 2 and June 18. The initial focus of the committee was to identify and engage potential candidates for each of the three board positions up for election in 2019 – President, Secretary General and Technical Director. The committee established a deadline of June 1 to receive formal confirmation of interest from nominees. A call for nominations was circulated via email to the membership, along with the job descriptions for the positions up for election, to the membership on April 8 and again on May 1. A copy of this communication is attached as Addendum II in this report, as is Section 6 of the World Lacrosse Constitution pertaining to Board Structure and Role (Addendum III) and an updated overview of the job descriptions for board positions (Addendum IV).

The committee noted the challenge of identifying candidates able to meet the time and travel commitments of board positions given other commitments to profession, family and domestic/continental lacrosse organizations. Additionally, some potential candidates indicated that they did not feel comfortable running against an incumbent for various reasons. A projection of the time commitment for the positions currently up for election is included as Addendum V in this report.

As of June 1, six nominations were received, vetted and deemed eligible for election as required in Section 5 of the World Lacrosse bylaws, which is attached as Addendum VI in this report. The qualifications of each nominee have been circulated as separate files along with this report, and the responses to a series of questions asked of each nominee are included as Addendum VIII in this report.

The nominees presented for consideration for each of the elections to be conducted at the 2019 World Lacrosse General Assembly are as follows:

President (four-year term)

Mariano Flores Leyes – nominated by Argentina Lacrosse
Sue Redfern – nominated by England Lacrosse
John Urban – nominated by Tom Hayes

Technical Director (four-year term)

Don Blacklock – nominated by England Lacrosse
Barbara Zelenay – nominated by German Lacrosse

Secretary General (one-year term, plus a three-year extension request*)

Ron Balls – nominated by Bob DeMarco

The Nominations Committee received inquiries on the current World Lacrosse governance policy that prevents board members from serving more than 12 consecutive years, after which they are required to step down for at least a year before being reconsidered. Ron Balls has been nominated for the Secretary General, which carries a four-year term, but he has served 11 consecutive years on the board. The Nominations Committee was informed that, in conjunction with approved governance changes by the membership in 2016, the Board decided independently that the cumulative Board service limitation of 12 years would be re-started at that point, and this decision was documented in Board meeting minutes. However, the membership was not involved or informed of this Board decision, nor were governance documents updated to reflect the decision. As a result, there is now a conflict between what the Board decided in 2016, what the governance documents currently require, and what the membership understands.

The Nominations Committee discussed this issue in depth and concluded that it would recommend to the membership that a special exception be granted in consideration of these circumstances, Ron Balls' institutional knowledge, the importance of leadership continuity given the organization's Olympic objectives, and the fact that no other nominee has emerged for the position of Secretary General. The committee considered two term options for the Secretary General nominee:

- A one-year term with a request for a special one-year extension, for a total term of two years, after which he would be required to step down for at least a year before being reconsidered for a board position.
- A one-year term with a request for a special three-year extension, for a total term of four years, after which he would be required to step down for at least a year before being reconsidered for a board position.

After discussion, the committee voted to recommend to the membership a term of one-year with a special request for a three-year extension.

The Nominations Committee recommends that elections be conducted as accordance with the World Lacrosse Policies document, and related excerpt of which is attached as Addendum VII in this report. Additionally, each Board nominees present for the General Assembly will be granted three minutes to address the membership before the election for each position is conducted.

An additional and ongoing goal of the committee is to identify and engage a more geographically-diverse pool of candidates for future board and committee positions, and the following candidates expressed interest in being considered for committee service as a result of Nominations Committee outreach:

Dwight Clark – Jamaica Lacrosse
Elvis Jenkins – Jamaica Lacrosse
Spencer Kitchen – Peru Lacrosse
Danielle Lazore-Thompson – Iroquois Lacrosse
Damian Orr – Australia Lacrosse
Gabriel Vargas – Peru Lacrosse

Marty Ward – Iroquois Nationals

The Nominations Committee also recommended the addition of a “Governance” page on the World Lacrosse web site that would include a schematic of the World Lacrosse governance structure, contact information for each committee and subcommittee chair. Job descriptions for each volunteer role, and a portal through which board/committee/subcommittee nominations could be submitted. This request has been submitted to Darryl Seibel, World Lacrosse Chief Brand & Communications Officer, to be included as part of the website redesign currently under way.

ADDENDUM I

WORLD LACROSSE NOMINATIONS COMMITTEE – TERMS OF REFERENCE

Nominations Committee. There shall be a Nominations Committee comprised of up to five (5) individuals. The Vice President of the Board shall be the Chair of the Nominations Committee, and an Athletes Commission designee shall be a member of the Nominations Committee. The Nominations Committee shall also include one (1) other current member of the Board and up to two (2) appointees from WL-recognized Continental Federations. All members of the Nominations Committee, other than the Chair, shall be approved by the Board. The primary functions of the Nominations Committee shall be as follows:

- Board Leadership. Identify and cultivate qualified candidates to be considered for Board positions and coordinate elections for those positions according to governance procedures and policies.
- Committee Leadership. Support Board members and Committee chairs in the identification of qualified candidates to serve in Committee and Subcommittee roles.
- Term Management. Maintain a current contact list of Board and Committee members, including their respective terms.
- Communication. Publicize Board and Committee opportunities, terms, and elections to the WL membership ongoing.
- Performance Evaluation. Regularly review and evaluate overall and individual Board performance in relation to required Board roles and areas of responsibility. The Nominations Committee regularly reviews service criteria applicable to Board members, including without limitation qualifications, time commitments, meeting attendance, committee service, conflict of interest and such other matters deemed relevant to Board service.
- Board Composition. Assess and track current and anticipated needs for Board composition and make recommendations to the Board to ensure the following:
 - Compliance with WL governance documents.
 - Men's and women's game balance.
 - Diversity (including race, age, socio-economic status, geographic representation and other relevant diversity situations).
 - Knowledge and skill areas (for example law, finance, business, sport and other specialized areas) needed to support Board activities.
 - The influence and access required to lead the organization effectively in the accomplishment of its mission.
- Board and Committee Knowledge.
 - Work with WL staff to create and implement an orientation process for new Board and Committee members, including the distribution of relevant information to nominees prior to election.

ADDENDUM II

****REMINDER** FIL Nominations Committee Memo**

To: FIL Members
Cc: FIL Board
FIL Committee & Sub-Committee Chairs
FIL Staff

Dear FIL Members:

On behalf of the FIL Nominations Committee, I am sending this correspondence as a formal call for nominations for the elected Federation of International Lacrosse board positions of President, Secretary General and Technical Director. Each position carries a four-year term that will commence on October 1, 2019. The roles and responsibilities of each Board position are outlined in the attached documents.

Please note the following policies related to board nominations:

- *Nominations may be submitted only by the leadership of the lacrosse governing body within the country in which a nominee resides or a member of the FIL Board of Directors.*
- *Board nominees must be a national of or reside within a Full Member nation in order to be considered for board positions.*
- *Nominations must include the written approval/endorsement of the lacrosse governing body within the country in which the nominee resides.*
- *Nominees may only be considered for one board position per election cycle.*
- *Nominations must include a cover letter, nominee contact information, a CV outlining the relevant experience and skills of the nominee, and written confirmation of support from the nominee's home country member.*
- *All nominations must be sent to Kim Bartkowski, Executive Assistant to the CEO, in care of kbartkowski@filacrosse.com by the **deadline of June 1.***
- *Please direct any questions on the board positions or election process to my attention in care of fstenersen@filacrosse.com.*

*In my capacity as Nominations Committee Chair, I will work with Kim to compile all nominations that have met the above-referenced requirements and circulate that list to the membership at least 30 days prior our upcoming General Assembly in Peterborough, Ontario, August 12-13. Please note that the election may only include nominations received by the **June 1 deadline**; our governing documents do not allow nominations from the floor.*

Many thanks for your assistance in helping us to identify qualified candidates to be considered for these board positions.

ADDENDUM III

WORLD LACROSSE CONSTITUTION – BOARD STRUCTURE & ROLE

6. BOARD

Except as otherwise provided in this Constitution all corporate powers and authority to conduct business affairs shall be exercised by, or under the authority of the World Lacrosse Board.

6.1 Structure

6.1.1 The Board of the Federation shall be comprised of positions as agreed by the membership.

6.1.2 Currently those elected by the membership at a GA are:

- a) President
- b) Vice President
- c) Secretary General / Finance
- d) Development Director
- e) Competition Director
- f) Technical Director

6.1.3 There are also two appointed Board Member positions with specific portfolio:

- a) Olympic Vision Committee Director
- b) Legal Counsel

Terms of office for appointed Board members are determined by the Board according to the specific needs of the positions.

6.1.4 Athletes Commission representation (normally) the Chair.

6.1.5 Up to two Independent Board members with the specific skill sets to assist the Board in implementing the World Lacrosse Strategic Plan.

6.1.6 Independent Directors once appointed are voting Board members and subject to the same terms and conditions as all other Board members including declaration of any conflicts of interest and acceptance of the code of conduct. Terms of office will be decided by the Board.

6.1.7 The GA will be advised of all appointed Board members and their terms of office.

6.1.8 Members of staff may also participate in Board meetings with voice but no voting privileges. This will include the Chief Executive Officer (CEO).

6.2 Role

6.2.1 The Board shall have and may exercise all of the powers and authority of the GA, in between meetings of the GA, in the management of the Federation. The World Lacrosse Board shall represent the interests of the World Lacrosse membership by providing strategic direction, guidance and management oversight. The Board shall also select, manage and evaluate the performance of a CEO who will be empowered to engage and manage additional staff subject to Board approval.

6.2.2 The role of the Board is to:

- a) To report on the activities that have occurred since the last GA and to keep the membership informed of significant matters.

- b) prepare, seek approval and implement, the Strategic and Operational plans and monitor progress.
- c) prepare, seek approval, and manage the forward Budget, generally 2 – 4 years ahead.
- d) develop policies for approval by the GA, where appropriate, and implement such policies approved by the GA
- e) manage communications with members and external stakeholders
- f) appoint Chairs of the Committees and review the Committees work
- g) select and approve Hosts for International Events
- h) determine whether an applicant country meets the criteria and policies set by the GA and then propose acceptance to the membership
- i) prepare audited accounts on an annual basis and review with the membership.
- j) exercise due diligence-Risk management, including ensuring compliance with statutory and legal obligations (e.g. employment and tax law and general and Directors and Officers Liability)
- k) review and recommend auditor appointments
- l) approve contractual agreements
- m) implement and monitor the agreed anti-doping policies.

ADDENDUM IV

D R A F T

Board Roles & General Responsibilities

World Lacrosse

March 31, 2019

GENERAL RESPONSIBILITIES OF THE BOARD OF DIRECTORS

I. World Lacrosse (WL) is a non-profit, tax-exempt organization under section 501(c)(3) of the United States Internal Revenue Code. As a result, WL and its board members are subject to strict ethical guidelines and public scrutiny. Board members must meet three well-established legal standards of conduct when carrying out board responsibilities, including:

- a) Duty of Obedience: ensuring that operations and resources are aligned to fulfill the mission. Programs and services must support the mission.
- b) Duty of Care: ensuring responsible financial and legal stewardship when making board decisions and taking action.
- c) Duty of Loyalty: committing to serve the best interests of the organization. Board members cannot “self-deal” or use their board position for personal gain, nor can they favor the interests of a particular stakeholder group above the overall interests of the WLL.

II. Robert T. Ingram’s acclaimed book, “Ten Basic Responsibilities of Nonprofit Boards, Second Edition”, provides the basis for WL board responsibilities. They include the following:

- a) Determine mission and purposes. The WL board creates and periodically reviews a statement of mission and purpose that is relevant in the current environment and appropriately serves its primary stakeholders.
- b) Select the chief executive. The WL board reaches consensus on the chief executive’s responsibilities and undertakes a careful search to find the most qualified individual for the position.
- c) Support and evaluate the chief executive. The WL board ensures that the chief executive has the moral and professional support he or she needs to further NGB goals.
- d) Ensure effective planning. The WL board must actively participate in an overall planning process and assist in implementing and monitoring plan goals.
- e) Monitor and strengthen programs and services. The WL board determines which programs are consistent with the organization’s mission and monitor their effectiveness.
- f) Ensure adequate financial resources. The WL board makes sure the NGB has the resources needed to fulfill its mission.
- g) Protect assets and provide financial oversight. The WL board assists in developing an annual budget and ensures that proper financial controls are in place.
- h) Build a competent board. The WL board articulates prerequisites for board candidates, orients new members, and periodically and comprehensively evaluates its own performance.
- i) Ensure legal and ethical integrity. The WL board is ultimately responsible for adherence to legal standards and ethical norms.
- j) Enhance the organization’s public standing. The WL board clearly articulates the organization’s mission, accomplishments, and goals to the public, and garners support from the community.

III. Understanding board responsibilities is fundamentally important. Understanding how to perform them is equally important. WL board members are expected to perform the following:

- a) Understand and execute board responsibilities, while respecting the authority and responsibility of the chief executive.
- b) Lead strategically with a forward focus; collaboratively with the chief executive, set strategic direction and high-level priorities.

- c) Do not micromanage by getting caught-up in day-to-day details; respect the chief executive's authority to lead and manage the WL.
- d) Commit to the best interests of the WL and its membership; vote and act responsibly for the WL and its membership, not exclusively for one member of a group of members.
- e) Support board decisions once they are made.
- f) Honor confidentiality requirements and commitments.
- g) Behave ethically, taking care to disclose and act appropriately on any conflicts of interest.
- h) Behave courteously; communicate succinctly and respectfully; listen attentively to others; proactively encourage and seek to understand diverse viewpoints.
- i) Regularly attend and prepare for board meetings, calls and other activities.
- j) Serve as an advocate for WL, speak well of the WL and other board members.

IV. Over the years, nonprofits have evolved from operating as exclusively volunteer-driven organizations to operating more like businesses. Increasing legal and fiduciary responsibilities, as well as the desire for greater mission success, requires the following commitments:

- a) **Roles & Responsibilities:** Highly performing organizations clearly define roles. Job descriptions that articulate roles and responsibilities for board members (and for officers, chief executives and committee chairs) should be developed, distributed and presented in a comprehensive board member orientation, and reviewed annually. Board powers and key responsibilities are codified in WL bylaws.
- b) **Board Recruitment:** Board recruitment is strategic and proactive. WL should recruit individuals who are highly capable of performing board responsibilities and will act in accordance with best practices and governing standards. Careful consideration must be given to what each board candidate can contribute in terms of skills, experience, and sound judgment for the organization. Well-qualified board members possess the highest personal values, judgment and integrity. They understand athletic competition, Olympic ideals and should be familiar with the business, financial and other challenges that face WL. They may have a strong background in finance, marketing, fundraising, audit, management, communications and sport. Before accepting a board position, candidates should be informed of board responsibilities and be asked if they are prepared to commit the necessary time and effort to fulfill them well.
- c) **Athletes as Board Members:** Athletes are key stakeholders of WL, and WL bylaws require WL Athletes Commission-appointed representation on the board. Given that athletes may be actively competing or just beginning their professional careers, attention should be given to whether the athlete being put forward has the time, flexibility and focus to perform board service.
- d) **Ethics and Conflicts of Interest:** Avoiding real or perceived conflicts of interest is a board imperative. The board develops and follows ethics and conflict of interest policies that are applicable to NGB stakeholders, including staff, volunteers, board and committee members. These stakeholders certify compliance annually, which includes completion of conflict of interest disclosure forms.
- e) **Fiduciary Responsibility:** Financial oversight is a crucial board responsibility and includes, but is not limited to:
 - Approving budgets
 - Hiring independent auditors to conduct annual audits
 - Approving any loans, accumulations and restricted accounts
 - Overseeing bank accounts, investment advisors and/or endowments
 - Monitoring sales transactions and checking for any unrelated business income
 - Complying with legal and fiduciary laws and regulations
 - Overseeing compensation, benefits and liability.
 - Approving capital campaigns and fundraising goals.

- f) Strategic Planning: WL board members partner with the chief executive to set strategic direction and measure progress. The value of strategic planning lies not only in creating a plan document, but also in the planning process itself. If done well, this process provokes productive thought, sparks compelling dialogue, and fosters stakeholder collaboration and commitment to the success to benefit the entire organization.
- g) Fund Raising: Board members prioritize and support the execution of WL fundraising activities.
- h) Assessment
 - Chief Executive: The WL board, or a subset of the board, should manage the chief executive's job performance annually. The job description, any performance goals and review process should be established and agreed upon with the chief executive at least one-year in advance of the review. Board members must commit to supporting the chief executive's efforts toward goal achievement, while simultaneously holding him or her accountable to those goals. Constructive feedback, both positive and developmental, should be given regularly throughout the year.
 - Board Members: The WL board should engage in a self-assessment program. In addition to assessing the chief executive's performance every year, boards should assess their own performances through a simple online tool. Individual board members may evaluate the board's performance, using board member responsibilities and governing behaviors as the baseline. Results should be reported to the board and discussed at a meeting.

BOARD COMPOSITION

- I. President (elected)
- II. Vice President (elected)
- III. Secretary General (elected)
- IV. Competition (elected)
- V. Development (elected)
- VI. Olympic Vision (board-appointed)
- VII. Independent Directors – 2 (board-appointed)
- VIII. Legal Counsel (board-appointed)
- IX. CEO (board-hired)

* Precise titles and related responsibilities may change from time to time to reflect strategic priorities.

ROLES OF EACH BOARD POSITION

- I. President
 - a) In collaboration with the CEO, serves as the formal voice of WL.
 - b) Engages with sport leaders throughout the world.
 - c) Provides direction to and sets the professional standards for board.
 - d) Responsible for the development and implementation of WL Strategic and Operational Plans.
 - e) Chairs the International Relations Strategy Committee and leads efforts to achieve IOC and Olympic program inclusion, including the considerable travel schedule required to do so.
 - f) Presides over and established the agenda for and timing of all WL board meetings and general assemblies (GA).
 - g) Proposes interim candidates to fill unanticipated board vacancies between board meetings and GAs.
 - h) Chairs the Remuneration Committee and leads other committee and working groups as appropriate.
 - i) Serves as an ex-officio member of all committees of the board (with voice but no vote).
 - j) Performs other duties as may be assigned by the board or GA.

- k) Line Manage the CEO.
- l) Attends all board meetings, as well as annual general assemblies of members.

II. Vice-President (VP)

- a) Performs the duties of the President in the absence of the President or in the event the President is unable to serve.
- b) Serves as chair of the Nominations Committee; leads the identification of candidates for board, committee, subcommittee and working group positions; leads the board election process; oversees the selection of candidates for committee, subcommittee and working group positions; updates volunteer roles and job descriptions, as needed.
- c) Serves as a member of the International Relations Strategy Committee.
- d) Chairs the Blue Skies Working Group, the goal of which is to recommend a) new sport disciplines suitable for Olympic program consideration and b) a new world championship structure that maximizes the marketing value and strengthens the financial sustainability of WL events.
- e) At the direction of the President, serve as a spokesperson for the WL.
- f) Supports the CEO in assuring effective engagement of and interaction with member nations and continental federations.
- g) Facilitates an annual board evaluation process.
- h) Serves as an ex-officio member of all committees of the board (with voice but no vote).
- i) Performs other duties as may be assigned by the President, board or GA.

III. Secretary General (SG)

- a) Oversees WL funds, financial policies, financial records and financial controls in conjunction with the CEO, who manages them operationally.
- b) Ensures that an independent audit is conducted annually and reports are prepared as required by the board.
- c) Chairs the Finance, Audit, Risk and Governance Committee(s) as appointed by the board.
- d) Provides oversight of formal communications with members.
- e) Ensures that appropriate minutes are kept of all committee and working group meetings.
- f) f. Serves as one of three primary contacts (along with President and CEO) with international sporting organizations, including the International Olympic Committee (IOC) SportAccord, Global Association of International Sports Federations (GAISF), IOC Sports Department, International World Games Association (IWGA) and Association of Recognized International Sports Federations (ARISF).

IV. Competition Director

- a) Maintains a broad understanding of each disciplines recognized by WL.
- b) Oversees the development, management and oversight of WL world championships and other events recognized by WL.
- c) Ensures harmonization of policy across events, including bids, event management policies, procedures, handbook, eligibility, timelines, etc.
- d) Directs the selection of the Competition Committee Chairs and Event Leads; provides counsel and direction to each.
- e) Serves as the initial primary WL contact to the Local Organizing Committee of The World Games as designated Competition Manager.

V. Technical Director

- a) Oversees the technical programs of WL, including rules, officiating, medical, anti-doping and education.

- b) Oversees the processes of updating, approving and publishing WL rules for each discipline recognized by WL.
- c) Oversees the education and development of officiating throughout the world, including the transition to common accreditation standards and development pathways.
- d) Oversees all aspects of WL event officiating, including the selection of officials for all WL world championships and qualifying events.
- e) Leads the development of WL Anti-Doping Policy and Anti-Doping education programs that meet World Anti-Doping Agency (WADA) requirements.
- f) Serves as a primary contact, along with the CEO, with WADA.
- g) Leads the selection of the Officiating, Rules and Education Committee chairs, as well as the Chief Medical Officer, and provides counsel and direction to each.

VI. Development Director

- a) Manages the membership program of the organization, including the presentation of new member nations and the evaluation of existing member nations based on WL membership criteria.
- b) Oversees all lacrosse development initiatives in member and non-member nations, in collaboration with the CEO and the Director of Sport Development.
- c) Produces an annual Development Committee Report, which provides an overview of the organization's membership and development initiatives.
- d) Leads the selection of the Development Committee chair and provides counsel and direction to the committee.

VII. Olympic Vision Director

- a) Serves as a member of the International Relations Strategy Committee.
- b) Collaborates with the Capital Campaign Committee chair to identify and cultivate potential donors.
- c) Collaborates with the CEO and Capital Campaign Committee chair when meeting donors to present the WL's history and strategic vision.
- d) Supports the International Relations Strategy Committee, as needed, when lacrosse demonstrations are being staged.
- e) Advises the US lacrosse community of the benefits of IOC recognition and Olympic Games inclusion, using the key messages and materials provided by the International Relations Strategy Committee and WL staff.
- f) Supports and promotes changes in tournament/game formats and rules as agreed by the WL board and membership to better position the sport for Olympic program inclusion.

VIII. Legal Counsel

- a) Provides pro-bono, unbiased and independent legal advice to the board on relevant matters, including contracts, organizational documents and policies
- b) Consult with the directors, officers, employees and agents of the organization as needed, and shall represent the best interests of WL at all times.

IX. Independent Directors

- a) Independent Directors are appointed by the board based on their ability to offer skills, experience and perspective not adequately represented on the board but critical to effectively executing WL's Strategic Plan.

- b) Candidates for an Independent Director position may not be considered if they have a material relationship with the WL, either directly or through an organization that has a material relationship with WL.
- c) Independent Directors must maintain their independence throughout their terms of service.

X. Chief Executive Officer (CEO)

- a) Marketing and Communications
 - Strengthens the position of lacrosse on the world sporting stage.
 - Develops and maintains effective contact and communications with WL member federations and other relevant bodies.
 - Develops and implements WL's communications and marketing strategy.
- b) Income Generation (fundraising & partnerships)
 - Develops and implements WL's fundraising program.
 - Evolves the format, structure and policies of WL events.
 - Develops and manages WL's commercial activity relative to sponsorship platform and media rights.
- c) Financial & Legal
 - Prepares the budget and manages the finances of WL.
 - Ensures all contractual matters relating to WL operations are effectively negotiated, managed and organized.
- d) Development
 - Supports the development of lacrosse as a global sport.
 - Represents WL on other relevant bodies as required.
 - Advances WL's Olympic aspirations.
- e) Administration
 - Leads the development, evolution and execution of the WL's strategic plan as directed by the board.
 - Advises the WL board on all relevant matters.
 - Organizes and attends meetings of the WL board and GA as required.
 - Oversees the organization of WL events.
 - Oversees WL's anti-doping program.
 - Manages WL staff as assigned.
 - Discharges other duties and functions as required and directed by the board.

ADDENDUM V

Draft Projection of Time Commitment for Board Positions

President

- 3-4 board meetings/year
 - 2-3 days in duration with the potential of associated meetings
 - Typically hold one in the US, one in conjunction with a world event/general assembly, and one at a neutral site
- World Lacrosse competitions
 - Approximately two weeks in duration annually including the annual, two-day General Assembly of member nations
- Monthly board calls
 - 90 minutes in duration
- 7-8 trips to IOC-related meetings & events/year
 - Range in duration from 1-7 days
 - Lausanne and other destinations throughout the world
 - Attendance at Youth, Winter & Summer Olympics
- 10-15 hours/week additional for other communications with board, CEO, email, etc.

Secretary General

- 3 board meetings/year
 - 3 days in duration
 - Typically hold one in the US, one in conjunction with a world event/general assembly, and one at a neutral site
- World Lacrosse competitions
 - Approximately two weeks in duration annually including the annual, two-day General Assembly of member nations
- Monthly board calls
 - 90 minutes in duration
- 2-3 trips to IOC-related meetings & events/year (*Note: Role expected to be reduced in this area.*)
 - Range in duration from 1-7 days
 - Lausanne and other destinations throughout the world
- 5-10 hours/week additional for other communications with board/staff, member communications, email, etc.

Technical Director

- 3 board meetings/year
 - 3 days in duration
 - Typically hold one in the US, one in conjunction with a world event/general assembly, and one at a neutral site
- World Lacrosse competitions
 - Approximately two weeks in duration annually including the annual, two-day General Assembly of member nations
- Monthly board calls
 - 90 minutes in duration
- Biannual World Antidoping Conference
 - 2-3 days in duration
- 5-10 hours/week additional for other communications with board/staff, committee oversight, member communications, email, etc.

ADDENDUM VI

WORLD LACROSSE BYLAWS – BOARD COMPOSITION & RESPONSIBILITY

5. Board Composition

5.1 Members of the Board are elected by the GA and for specialist positions appointed by the Board.

5.2 Members of the Board are responsible for attending up to two 'Face to Face' Board meetings generally held each year, audio / video / electronic conferences and attending each GA. Board meetings will generally be scheduled twice each year, the specific date to be determined by the President.

5.3 Board nominees, for election, must be a National of or reside within a Full Member nation in order to be considered for Board positions. If nominated by a different Member (not the country of residence) then the nomination must be supported by the home country Member (written confirmation being required). Board members may nominate for positions that fall vacant at GA's or otherwise.

5.4 The Nominations Committee is responsible for publicizing any Board and Committee Chair vacancy to the Board and delegates of the GA, identifying nominees and distributing to the Member nominated contact point, at least 30 days prior to all GA meetings, a list of nominees for any Board positions for which an election is required.

5.5 Board terms will be four (4) years, and elected Board members may serve up to Three (3) Consecutive four-year terms, before they must cycle off the Board for at least one year.

5.6 Appointed Board members will serve at the will of the Board and will be defined at the time of appointment. Appointment durations will be advised to members at each General Assembly.

6. Board Responsibilities

6.1 The Board shall have the ultimate authority to manage the Federation's budget once it is approved by the GA.

6.2 The Board shall serve as the Federation's Strategic Planning Committee, with up to four (4) other people, and is charged with leading efforts to prepare, present for GA approval and implement the Federation's strategic plan. The Board will also monitor and evaluate the plan, and provide regular progress reports to the GA.

6.3 The President shall establish the agenda and timing for Board meetings and the GA and preside over these meetings. The President, subject to Board approval, shall have the power to temporarily fill Board vacancies until the next meeting of the GA, at which a formal election for the vacancy will be conducted.

6.4 The Board shall have and may exercise all of the powers and authority of the GA, in between meetings of the GA, in the management of the Federation except for the following:

6.4.1 The adoption, amendment or repeal of the Bylaws and Constitution.

6.4.2 The amendment or revocation of any resolution of the GA that by its terms is amendable or revocable only by the GA.

6.4.3 Action that is in conflict with the Bylaws or a GA resolution pertaining to a committee of the Federation.

6.4.4 Playing rule changes.

6.4.5 Eligibility requirements.

6.4.6 Increases in member dues.

6.4.7 Decisions on proposed new World Lacrosse championship events.

6.4.8 Changes in the GA meetings or world event calendar.

6.4.9 Acceptance of new members

6.5 General Assembly meeting minutes and financial reports, along with all accompanying reports, shall be circulated to the delegates of all members within 60 days following a meeting.

6.6 The Board shall have the responsibility to evaluate the performance of each committee of the Federation and approve and/or replace committee chairs as needed or in the best interest of the Federation.

ADDENDUM VII

WORLD LACROSSE POLICIES – ELECTION OF THE BOARD

6.1 In any case where there is only one candidate for an office, whether or not that candidate is elected shall be determined by Resolution.

6.2 In any case where there are two candidates for an office, a secret ballot shall be taken of the eligible voting GA Members present. On any such ballot, the candidate receiving the majority in number of votes cast shall be elected to the relevant office. If a tie occurs on any such ballot a repeat secret ballot shall be taken. To avoid doubt, there shall be no limit on the number of such repeat secret ballots that may be taken.

6.3 In any case where there are more than two candidates for an office, a secret ballot shall be taken as above. On any such ballot the candidate receiving the least number of votes cast shall be eliminated from the election. This shall occur until two candidates remain for office.

6.4 If on any secret ballot under this paragraph there shall be a tie preventing the elimination of one candidate from the election, a repeat secret ballot shall be taken. To avoid doubt, there shall be no limit on the number of such repeat secret ballots that may be taken.

6.5 Ballot papers shall be in such form as the Board (acting by resolution or by the majority in number of its members who would constitute a quorum for the purposes of a resolution) may from time to time prescribe. The Board (so acting) shall be entitled to decide whether a ballot paper purporting to cast a vote has validly cast a vote and its decision shall be final. The GA shall be entitled to appoint two (2) scrutineers to manage any ballot.

6.6 Nominations for election to each Board position shall be submitted in writing to the VP (Chair of the Nominations Committee) by no later than 90 days prior to the scheduled date for the GA at which any election is due to take place. The VP will forward to Nominations Committee.

ADDENDUM VIII

NOMINEE QUESTION RESPONSES - PRESIDENT

Question I:

Of what lacrosse roles and accomplishments – at a domestic and/or international level – are you most proud?

Sue Redfern

Having been:

- asked to consider nominating for, and being elected as President of FIL in 2017
- VP IFWLA and on the transition board to merge the ILU and the IFWLA to become FIL (WL)
- coordinator of the IFWLA Women's World Cup, 2001, England
- chair of English Lacrosse at a time we appointed a new CEO, changed structures and introduced independent board members
- club and county secretary and helping many people to learn and play lacrosse in the Midlands over a 20-year period.

Most importantly I am proud to work with the amazing dedicated lacrosse family around the world.

John Urban

I am grateful for the opportunity to have joined with others to bring tens of thousands of players, and their communities across a wide spectrum of geography, level of play, and gender the experience of playing a new sport that has captured their imagination and hearts while serving in League, Team, and Governance leadership roles.

As Chair of US Lacrosse Inaugural Strategic Planning Committee, helping to build and implement a long-term strategic direction for the growth of the sport.

As Co-Founder & Commissioner of Mass Bay Youth Lacrosse League, initiating and building the leadership team, growth plan, and equal play community model that has grown to one of the largest in the United States.

Being a member of a 3rd generation lacrosse family.

Mariano Flores Leyes

As General Manager of the Argentina Lacrosse Association since 2011, I have experience in developing programs with virtually no resources. It's been a long way since I took the position when we were only a group of kids playing around in a park with broomsticks for shafts and cut out laundry detergent bottles for heads, yet in our last international appearance in the FIL World Championships in Israel in 2018, Argentina Lacrosse finished #29 in the world being the top ranked Latin American country with 15 of our players learning about the game exclusively in Argentina in the final roster.

Question II:

Provide insight on your management experience and related success.

Sue Redfern

Change management – in career have led multiple successful change projects, and in FIL have been helping the Board make the transition from being entirely volunteers to having professional staff.

People Management – career and volunteer activities have been dependent on successful people management, recognizing we all have strengths and weaknesses. Negotiating expectations, responsibilities and needs are essential elements.

Conflict management – early training as a trades union official provided good grounding for later work as a leader in helping understand and try to solve conflicts.

Budget management – managed budgets up to \$9 million and managed all IFWLA finances for 8 years.

John Urban

My experience base includes managing large national distribution organizations, my own businesses, and several start-up entities including an international trading technology company.

My business process has always focused on utilizing project management systems to track goals, milestones, personnel performance, variances, and corrective initiatives.

My resume' illustrates the success I've received as an outcome of working with people all of my business and lacrosse life. I expect conflict (overt or covert) at some point during any relationship (personal, business, team, community, etc.) where people depend on one another. My management training and personal bias has taught me that welcoming conflict is the best way learn the issues at hand, how to diffuse anger, and work towards a better solution. If agreement cannot not be achieved, respect the outcome and act accordingly after making a value judgement on what is best for both parties.

Mariano Flores Leyes

I currently work at a SaaS company and in my current position I proposed and developed all current lead generation initiatives, in both technical and creative terms. I also have a strong reporting role and as I'm involved in multiple sales strategy decisions I've developed a robust ability to work with people of different backgrounds and consider myself a people person. In my professional career I've worked in companies such as Chevron and Tenaris, getting to know diverse cultures and managing to successfully perform in teams with people of a variety of backgrounds and different seniorities.

Question III: Describe your leadership style.

Sue Redfern

Inclusive – I try to listen to all the voices and to find ways to bring differing viewpoints together to find solutions.

Delegatory/empowering – I prefer to have clear terms of reference for working groups/committees and staff and to empower them to take responsibility and accountability for their own areas, with the Board retaining only appropriate authority.

Supportive – I aim to support, trust and encourage

Leadership with integrity – this is very important to me. We need to be doing the right things in the right way.

Decisive – I am comfortable taking a decision as needed

Mariano Flores Leyes

I trust in active listening and empathy before making decisions, but without losing the ability of making decisions effectively. I drive my decisions by integrity holding ethical principles high when making choices and helping the organization maintain a positive image. I'm a dependable leader and skilled in problem-solving issues that may arise. Finally, I strongly believe in the importance of teaching and mentoring as a way of making the team as a whole successful.

John Urban

From a young student officer in military high school to the present I have learned that, if you want someone to follow, you must earn their trust by including them in the process so they understand what the goals are, why they are important to its achievement, what is expected of them, and what is the benefit to all who participate. And, most importantly, I must demonstrate through words and deeds that I appreciate their work while "having their back".

Question IV: What is your vision for World Lacrosse?

Sue Redfern

Working together across the world to strengthen, grow and present lacrosse to new generations both within and beyond traditional lacrosse communities.

An organization people are proud to be part of and one which recognizes and faces the challenges and responsibilities ahead to fulfil its ambitious strategy.

That World Lacrosse is a recognized and visible leader on the global sporting and multi-sport event stage.

Mariano Flores Leyes

I think World Lacrosse as an instrument to promote the sport of lacrosse across the world that helps the exchange and development of sports camaraderie among all member nations. Using a number of guiding principles and measurable objectives, World Lacrosse should promote the game, protect its integrity and bring it to the larger crowd.

John Urban

I see a group of World Lacrosse athletes, coaches, referees, and managers walking in the Opening Ceremony of the 2028 Los Angeles Olympiad.

I see that event as the culmination of a journey that started over 50 years prior and the beginning of a new quest to bring our sport to an equal plane with today's iconic sports and those new ones that have emerged during the 10 years leading up to that time.

In 2028, I look back 10 years and see a World Lacrosse that has gone through a transformational process that accelerated our growth to 90+ of the World's 206 Nations that competed in the 2016 games including our progenitors, the Native Americans.

**Question V:
For what changes in World Lacrosse and/or the sport would you advocate
as a board member?**

Sue Redfern

Greater emphasis on gender equality and geographic diversity in our structures.

Changes in our aspirations for our World Events to succeed on the world sporting stage.

Working more closely and communicating effectively with Continental Federations and Members, to achieve our ambitious growth and Olympic targets together.

Delegating more responsibility and authority to staff, committees and working groups, through building trust and clarity on expectations, leaving the Board to be focused on key strategic issues.

Greater involvement of more volunteers, making roles become more tenable, particularly for people in employment, as well as continuing to move operational actions to the staff.

Mariano Flores Leyes

Increase transparency in bids for event hosting.

Reduce difficulties for international payments for events.

Incentive participation of member nations beyond GA.

Make boards and groups more international.

Increase assistance for developing countries.

Assist in financial planning for events.

Provide assistance to member countries in developing partnerships with lacrosse vendors.

John Urban

My advocacy will center on improving our communication, technology, financial prowess, and succession planning as enhancements to the way we do business now with a set of goals that will make us nimbler in our delivering a better product for our members, a faster international growth scenario for Lacrosse, a strong financial base, and the ability to compete favorably with competitor IGBs seeking goals similar to ours.

To achieve those goals, I believe we must bring together representatives of all constituencies of World Lacrosse, and trusted advisors, to engage us in a comprehensive planning process that clearly defines our joint vision of our future, our desired outcomes and the details we'll need to manage to reach them. Once agreed upon and adopted, I will advocate that we embrace the Native American culture of Wematin as we pursue our mission.

As a dominantly volunteer organization, I believe it is incumbent upon us to recognize and reward progress generated at all levels including staff that supports the volunteers' hard work.

NOMINEE QUESTION RESPONSES – TECHNICAL DIRECTOR

Question I:

Of what lacrosse roles and accomplishments – at a domestic and/or international level – are you most proud?

Don Blacklock

Lacrosse is a tremendous part of my life. Having been a player, an international official, a leader of domestic and International officiating programmes and most recently as World Lacrosse's Technical Director, I am most proud of:

- Being elected as the first World Lacrosse Technical Director.
- Seeing many officials, assessors and future leaders of our programmes whom I have had the privilege to mentor, who have then gone on to become international officials, or leaders in their own right within their countries, regions or World Lacrosse to grow the game.
- Developing the first Officiating Strategic Plan.
- Leading development initiatives in many countries.

Barbara Zelenay

As ELF Referee Coordinator seeing talented young officials that I identified and trained in their early days succeed on the international stage in big games and events. Also, recruiting and staffing referees for almost all major tournaments in continental Europe, including Box and Field.

As an International Referee myself, being the first female referee in the world to officiate a Blue Division game at a Men's World Championship.

Question II:

Provide insight on your management experience and related success.

Don Blacklock

Have held several leadership positions inside and outside of sport, which have been complimentary for my past two years on the World Lacrosse Board.

- Led officiating programmes in both lacrosse and England Netball where I had overall responsibility for a programme of 8000 officials - grass roots to professional.
- Directed Digital Innovation projects requiring significant change management across organizations.
- Led teams where we evaluated difficult decisions, managing risk, arriving at desirable outcomes.
- Led a multinational team across two continents. Comfortable dealing in a cross-cultural setting where I establish and maintain strong relationships.
- Excellent business acumen managing large blue-chip automotive accounts.

Barbara Zelenay

In my career role I have been managing major international corporate projects for 15 years, often with budgets of over 3 million Euros. I fight fires and solve problems on the ground in real time, where multiple major stakeholders are involved. As a woman working in the global corporate environment, I have had to prove my skills and abilities on a daily basis in the male-dominated automotive industry in Japan, Germany and North America. Navigating and even utilizing cultural differences to get the job done is my specialty.

**Question III:
Describe your leadership style.**

Don Blacklock

I am a natural leader to which I bring a sense of humour, dedication, structure and desire to develop others. I am willing to make choices, take risks, fail and learn from the experience to discover new paths. I have a natural inclination for planning, strategy and tactics and surround myself with excellent leaders who I trust to deliver the agreed objectives. I am flexible, adaptable; and able to work in ambiguous situations, but resilient and tenacious with a propensity to persevere where difficult decisions need to be made. I value trust, integrity and candor, expecting these in return.

Barbara Zelenay

I lead from the front. I enjoy being on the floor of major global corporate events or on the field at any Lacrosse event, from referee training clinics and second league games in the smallest towns across Europe, to the almost every major men's World Lacrosse Championship event since 2008. My leadership style is based on the old saying, "If you want to be the boss, you should be able to do every job."

**Question IV:
What is your vision for World Lacrosse?**

Don Blacklock

As a Board Director, the membership appoints me to be one of the stewards of the international game. The decisions that I take are done with the membership, athletes, officials, and coaches in mind. World Lacrosse is at a watershed moment. The journey towards Olympic inclusion is not the means to an end, but rather a complex journey as we transition from a volunteer led sport, to a leading professional international sports federation. As lacrosse matures, it must honour its traditions, whilst looking forward ensuring that it meets the needs of an evolving sport in a changing sporting landscape.

Barbara Zelenay

As lacrosse continues to grow exponentially in the near future, I envision a more agile, transparent, and accountable organization, one with many lines of two-way communication. World Lacrosse should strive to better support the further growth and success of member nations, clubs, teams and even individual players, not just host Championship events. To me, using 21st century technology and solutions to deliver physical, intellectual and financial resources where they are needed most is the most important responsibility of Technical Director.

**Question V:
For what changes in World Lacrosse and/or the sport would you advocate
as a board member?**

Don Blacklock

When making decisions, World Lacrosse must:

- Balance the needs of the game at all levels, understanding relevant implications of decisions.
- Embrace what is great about each of our games, building on the past, but continuing to innovate and evolve – Be the “Leaders in Sport”.
- Create stronger regional and member programmes which raises overall quality, delivering a first-class participant experience.

- Grow our game – more countries, attracting new participants, raise awareness.
- Ensure integrity, good governance and safety of our participants.
- Be visionary to create a viable international sports federation supporting its members in a similar way.
- Become, Known, Liked and Trusted.

Barbara Zelenay

The Board should be more aware and involved with the grassroots needs of member nations and their member clubs and players. As a board member, I would create the opportunity for member Nations from outside North America to be much more involved in ideas and decision making than has been the case up until now.

I would direct more resources for equipment, training and education to the local and grassroots level to make World Lacrosse programs more effective and sustainable.

I would also finalize and implement digital training and certification programs for coaches and officials that are desperately needed around the world.

NOMINEE QUESTION RESPONSES – SECRETARY GENERAL

Question I:

Of what lacrosse roles and accomplishments – at a domestic and/or international level – are you most proud?

Ron Balls

- Being part of the group that merged the men's and women's federation to form the single federation (FIL)
- Being the lead in our application to the IOC for Provisional Recognition
- Being the federation lead for 14 world events

Question II:

Provide insight on your management experience and related success.

Ron Balls

Business

- Senior position in a Corporate Telecommunications company with a direct responsibility for telecommunication infrastructure investment and staff levels of 4,000
- Project management and conflict resolution was part of everyday life!
- Seconded to the International Telecommunications Union to lead on Y2k for telecommunications sector

Lacrosse

- Senior positions at the domestic level with England Lacrosse and at the international level with ILF and FIL.

Question III:

Describe your leadership style.

Ron Balls

- Consensual where appropriate to achieve agreement rather than conflict, but forceful as needed to achieve optimum results
- A need to listen to views to assist in forming a judgement

Question IV:

What is your vision for World Lacrosse?

Ron Balls

Overall

- Lacrosse recognised as a profile sport world wide

At the tactical level below the mission

- Sticks in kids' hands
- Continued growth in membership
- Strengthening the current members (numbers / skill levels)
- Enhancement of performance levels so that we do not have the same 3 / 4 teams dominating World Events but at least a top 10 (who are all capable of winning medals)

- Inclusion in other multi-sport events both geographic (Pan-Am, European, Asian) and other (Commonwealth Games, University games etc.)
- Inclusion in the Olympic Programme

Question V:

For what changes in World Lacrosse and/or the sport would you advocate as a board member?

Ron Balls

- Embrace change
- New game formats
- Rule changes to make the disciplines more appealing to athletes and spectators
- Flexibility to meet challenges and opportunities