

RECOMMENDATIONS FROM THE MEMBERSHIP WORKING GROUP TO GWG

1. OVERVIEW

- 1.1. The purpose of this paper is to present to the General Assembly (GA) the background to the vote being taken on the recommendations of World Lacrosse's (WL) Membership Working Group (MWG) in relation to changes to WL's membership categories, definitions, requirements and rights and to the new member application process.

2. BACKGROUND

- 2.1. Between February and June 2021, the Governance Working Group and the WL Board set up the MWG. Members of the MWG held five (5) meetings at which they undertook a comparative analysis of the membership systems of 11 International Federations and created a summary of consistencies or 'best practices' in relation to their membership programs.
- 2.2. In addition, they examined the WL and the Continental Federations (CF) new member processes, in order to create synergies between WL and the CFs, and to reduce barriers to membership.
- 2.3. Finally, they examined current WL and CF existing member classifications, so they could make recommendations for evolution.
- 2.4. These recommendations were considered by the Governance Working Group and the Development Committee and were discussed and approved by the Board at its meeting on 6th July 2021.

3. LEGISLATION CHANGES

- 3.1 The following clauses of the Constitution and Bylaws will need to be edited if the recommendations are accepted:
 - 3.1.1 Redline Constitution December 2020 – Definition of Member, 2.6, 4.3, 4.7, 5.4.1, 5.6.1, 5.6.4, 5.7.4, 6.1.5
 - 3.1.2 Redline Bylaws December 2020 – 1.1, 1.2, 2.2, 3.1, 5.1, Appendix A and B.

4. VOTE AT THE GA

- 4.1 There will be five (5) motions at the GA as follows:
 - 4.1.1 "to accept the proposed new WL Membership Categories and Definitions of 'Full, Provisional, Continental Federation and Affiliate' as laid out in the MWG recommendation #1 and update all WL documents with appropriate terminology and descriptions (2/3 majority)."
 - 4.1.2 "to accept the proposed 'Member Requirements' of the new membership categories as outlined in MWG recommendation #2 and update all WL document with appropriate terminology and descriptions (2/3 majority)."

- 4.1.3 “to accept the proposed ‘Member Rights’ of the new membership categories as outlined in MWG recommendation #3 and update all WL documents with appropriate terminology and description (2/3 majority).”
- 4.1.4 “to accept the proposed ‘Member Obligations’ of the new membership categories as outlined in MWG recommendation #4 and update all WL documents with appropriate terminology and description (2/3 majority).”
- 4.1.5 “to accept the proposed ‘Membership Process’ of the new membership categories as outlined in MWG recommendation #5 and update all WL documents with appropriate terminology and description (2/3 majority)



Membership Working Group Report and Recommendations

Introduction:

Historically, World Lacrosse and the Continental Federations have operated in relative independence of one another with respect to membership in one or both organizations. In an effort to foster greater collaboration and cooperation as the sport of lacrosse, the Membership Working Group (MWG) was formed as a sub-group of the Governance Working Group (GWG).

Composition and Membership:

The Composition of the Working Group is:

- Independent Chair – Shelley Maher
- Development Committee Chair – Rick Mercurio
- Board Director of Development – Bob DeMarco
- CF Representative (European Lacrosse Federation ELF) – Steph Migchelsen
- CF Representative (Asian Pacific Lacrosse Union - APLU) – Mike Slattery
- CF Representative (Pan American Lacrosse Association - PALA) – Calbert Hutchinson

The lead staff liaison is WL Director of Sport Development, TJ Buchanan, who may attend meetings without voting privileges. WL CEO, Jim Scherr, and WL COO, Eric Parthen, also participated throughout the process.

Purpose:

The purpose of the Membership Working Group is to:

- Examine the current WL membership criteria and process.
- Examine the Continental Federation (CF) membership criteria and process.
- Reimagine the process for existing and/or new member nations including non-nations and allies to be dually recognized by WL and the CFs.
- Identify and recommend resolutions to inconsistencies and/or inefficiencies in membership criteria, process, classifications, rights, obligations, subscriptions, and other that may arise during the course of the MWG work.
- Develop and follow a realistic timeline for completion of responsibilities.

Actions/Process:

During the agreed time period of February through June of 2021, the MWG:

- Held 5 Zoom meetings across 3 continents with meetings lasting between 2 - 3 hours per session.
- Completed a comparative analysis of eleven (11) different International Federations (IF) and created a summary of consistencies. For the purposes of the MWG, these consistencies were used as a reference for 'best practices' in membership discussions.
- Examined the current WL and CF new member processes and provide recommendations for qualification and process evolution in an effort to:

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- Reduce the barriers to membership
- Ensure a strong foundation is set for a new member prior to arrival
- Create synergies between WL and the CFs for mutual approval of new members
- Examined the current WL and CF existing member classifications and provide recommendations for evolution; specifically, but not limited to:
 - Associate Member Rights and Obligations
 - Full Member Rights and Obligations
 - Allied Member Rights and Obligations (e.g., non-nations, special interest groups)
 - Change in member status (Associate to Full)

Recommendations:

The following list of recommendations is presented by the MWG. They have been mutually agreed by voting of the MWG members, or by consensus during discussion. The MWG looks forward to the progression of these recommendations to the Governance Working Group and the Development Committee, followed by the World Lacrosse Board of Directors. Pending approvals from the prior listed entities, the recommendations and Constitution/Bylaw amendments will be presented to the 2021 General Assembly.

1. Membership Categories and Definitions – Rename membership categories to better align with best practices as determined via the previously noted comparative analysis, as well as add clear definition to each category.
 - a. Full Member: Members who have met a predetermined set of criteria that demonstrate their ability to govern domestically and can contribute to the continental and/or global development of the sport.
 - b. Provisional Member¹ : New members and/or those members who are developing in their ability to govern domestically.
 - c. Continental Federation Member² : This membership category is for those entities responsible for carrying out the purposes of World Lacrosse and supporting the National Governing Bodies (NGBs) within a defined geographic region that includes more than one country as agreed by WL and the CF(s).
 - d. Affiliate Member³ : Organizations who have and can demonstrate a valid interest in aligning with or being members of World Lacrosse, but not qualify as a Full or Provisional Member. May only compete in international multi-sport events under special circumstances. (Team Great Britain (GB) would be an example of a special circumstance)

2. Member Requirements: The MWG reviewed the existing requirements for each member category, compared those with the requirements in the IF Analysis and recommends the following requirements:

¹ This category is currently known as Associate Member in World Lacrosse documentation.

² This would be a new membership category.

³ This category is currently known as Allied Member in World Lacrosse documentation.

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- a. Provisional Member Requirements: To be considered for Provisional Member status, the applicant needs to:
 - i. Provides authority for the sport of lacrosse in their geographic region or territory, as agreed by WL and the CF(s).
 - ii. Have a defined leadership structure for the organization (a board) with a TARGET of 50% of members residing within the geographic area and 50% gender equity.
 - iii. Have a Constitution and Bylaws – (using WL template with edits as needed by local laws/conditions is recommended) that contains; Full endorsement by their board at a minimum and ideally by their members; compliant with WL and CF charters; Free and fair democratic elections with term limits defined, Recognizes WL and the relevant CF as sole authorities governing the sport of lacrosse, WADA compliance provisions and holding an Annual governance meeting representative of the membership.
 - iv. Submit a 3-year plan for development of the sport and for the organization.
 - v. Submit an anti-discrimination declaration statement.
- b. Full Member Requirements: Meet all requirements of a Provisional Member, plus;
 - i. Board is comprised of minimum 50% in-country leadership and has constitutional provisions that ensure in-country development work is carried out; mixed gender representation with Target of 50% gender equity.
 - ii. Must demonstrate working in good faith to provide equitable resources and opportunity for both gender-games.
 - iii. Must demonstrate financial sustainability and independence via submission of operating budget and statement of accounts.
 - iv. Have participated in a WL and CF General Assembly within one-year of the request for Full Member status.
 - v. Be current with all subscriptions due to WL and the CF.
 - vi. Provide a plan for the administration of a prevention of abuse (SafeSport) policy.
 - vii. Must have competed in an approved regional or approved WL event.
- c. Continental Federation Requirements: To be considered for CF Member status, the applicant shall have the same requirements as a Full Member, plus;
 - i. For proposed Continental Federations to be approved, the proposed Continental Federation must provide a letter endorsed by $\frac{2}{3}$ of the current full member NGBs within the region and recognizing the proposed CF as the Continental Federation, to present themselves as the sole governing authority for the sport of lacrosse in their geographic region or territory, in accordance with the United Nations and/or as agreed by WL and the CF(s).
- d. Affiliate Member Requirements: To be considered for Affiliate Member status, the applicant shall:
 - i. The Affiliate's mission and vision shall align and/or be complementary to the mission and vision of WL and its members.



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- ii. The Affiliate shall submit a written proposal for Membership, detailing why the organization should be permitted membership with WL.
3. Member Rights: The MWG reviewed the existing rights for each member category, compared those with the rights in the IF Analysis and recommends the following:
 - a. Provisional Member Rights: The Provisional Member enjoys the following rights:
 - i. May send up to two delegates to a WL/CF General Assembly as observers without vote.
 - ii. Provisional Member delegates may be permitted to have a voice at the discretion of the President or chair of the meeting.
 - iii. Access to all WL/CF grant programs and services.
 - iv. May participate in Continental events but will not qualify for World Championship events at the Senior level.
 - v. May participate in age related Events.
 - b. Full Member Rights: The Full Member enjoys the same rights as a Provisional Member plus:
 - i. One of the two delegates is a voting delegate at General Assemblies.
 - ii. Delegates are entitled to speaking rights in meetings of the General Assembly.
 - iii. May nominate persons from their NGB for positions on the WL Board.
 - iv. May participate in Continental and World Championship events at every competition level adhering to relevant competition rules and regulations.
 - c. Continental Federation Member Rights: The CF Member enjoys the following rights:
 - i. May send up to two delegates to a General Assembly.
 - ii. One of the two delegates is a voting delegate at General Assemblies.
 - iii. Delegates are entitled to speaking rights in meetings of the General Assembly.
 - iv. One WL board seat will be made available for CF representation. The person shall be elected by the CFs and presented to WL for affirmation. This position will enjoy the rights that are conferred upon other board members, as related to matters of the board. The creation of a WL Board Member position, who is a representative from the three (and possibly long-term more) CFs (voted on by the CFs) would give them a voice and vote within the governance structure of WL and allow the WL Board to have an understanding of the issues facing the CFs when critical decisions are being made. The CFs will be responsible for the election of their representative. Each CF will have 1 vote. Any tied vote will require resolution by the CFs.
 - v. One WL Development Committee (DevCom) seat will be created for regional representatives, in agreement with the Chair of the Development Committee, from each of the existing and any future regions. Note: All parties agree that it is important to have enhanced and effective communication between the DevCom and CFs. The CFs currently support all the regional representatives on the DevCom and if and when there is a need to change that individual, the relevant CF will submit 2-3 names to the Development Committee and the Development Committee will work with the CF to find a mutually agreeable replacement to represent the relevant regional representative. Regional representatives will have an obligation to

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communicate openly with the relevant CF and if the regional representative is not communicating, the CF should notify the Development Committee accordingly. This process will be reciprocated from the Development Committee to the CF.

- d. **Affiliate Member Rights:** The Affiliate Member enjoys the following rights:
 - i. May send two delegates to a WL General Assembly as observers.
 - ii. May be permitted to have a voice at the discretion of the President or chair of the meeting.
 - iii. May only compete in international multi-sport events under special circumstances, as noted in the Affiliate Member definition and agreed by the WL Board.

4. **Member Obligations:** The MWG reviewed the existing obligations for each member category, compared those with the obligations in the IF Comparative Analysis and recommends the following:
 - a. **Provisional Member (PM) Obligations:** Provisional Members are obligated to:
 - i. Upon confirmation of Provisional Member status, the member will work towards obtaining Full member status within 5 years.
 - ii. Upon the 2-year anniversary of Provisional Member confirmation, the Development Committee shall review the Provisional Member plan and make a recommendation as to the course of action needed.
 - iii. Each Provisional Member shall submit a yearly status report (Annual Report) to WL and the CF related to the goals and objectives of their development plan.
 - iv. **Dues/Subscription: \$100 USD (to WL)**
 1. (First year to be paid with application submission)
 2. (Subsequent to be paid by conclusion of Q1)
 3. (CFs may set own subscription rates)
 - b. **Full Member Obligations:** Full Members are obligated to:
 - i. Be an extension of World Lacrosse and the Continental Federation in supporting the development of the sport within the region/country.
 - ii. Work cooperatively with World Lacrosse and the CF to ensure domestic members are in alignment with WL and CF policies, statutes, and regulations.
 - iii. Invite WL/CF representatives to its General Assembly and other meetings where knowledge sharing would be beneficial to all parties.
 - iv. Submit a yearly status report (Annual Report) to WL and the CF related to the goals and objectives of their plan.
 - v. **Dues/Subscription: \$500 USD (to WL) for NEW Full Members**
 1. (First year to be paid with application submission.)
 2. (Subsequent to be paid by conclusion of Q1)
 3. (CFs may set own subscription costs)
 - c. **Continental Federation Obligations:** Continental Federation Members have the same obligations as Full Member plus;

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- i. Conduct Continental Qualifying events as needed for WL World Championships at the senior levels of each discipline, as agreed by WL and the CF.
 - ii. Conduct own championship events for membership engagement and development.
 - iii. Dues/Subscriptions: \$0 USD
 - d. Affiliate Member Obligations: Affiliate Members are obligated to:
 - i. Obligations will be negotiated on a case-by-case basis, as relationships will vary in this category.
 - ii. Dues/Subscriptions: \$250 USD (to WL)
 1. First year to be paid with application submission
 2. CFs may set own subscription costs if joining a CF is applicable
5. Membership Process:
- The MWG reviewed the processes for joining World Lacrosse and the CFs for each member category, compared those with the processes in the IF Comparative Analysis and recommends the following:
- a. A country must join World Lacrosse and the respective Continental Federation simultaneously.
 - b. Provisional (formerly Associate) Member Join Process: The process noted below is for prospective member-countries to receive Provisional Member (PM) status with World Lacrosse and their respective Continental Federation.
 - i. Application package containing noted items in 'requirements' is submitted to the WL Director of Sport Development for review and communication with CF. (This is reciprocal if a prospective member approaches the CF first)
 - ii. WL DSD, respective Regional representative, CF representative and Chair of Development Committee works with the potential PM to revise the application as needed.
 - iii. The application package to be approved by the respective CF Board via the CF representative.
 - iv. WL DSD, respective Regional representative, CF representative and Chair of the Development Committee present the application to the DevCom for review. Once approved, the WL Director of Development takes the recommendation including all required documentation to the WL Board.
 - v. Once approved by the WL Board, WL sends the recommendation to its full membership for a postal vote or depending on timing consideration at a General Assembly
 - vi. Once approved by WL member vote, WL and CF co-confer PM status upon the applicant.
 - c. Full Member Join Process: The process noted below is for Provisional (formerly Associate) Members to advance to Full Member status with World Lacrosse and their respective Continental Federation (if applicable).

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- i. Application package containing noted items in 'requirements' is submitted to the WL DSD for review and communication with CF (This is reciprocal if a prospective member approaches the CF first).
 - ii. WL DSD, respective Regional rep, CF representative and Chair of Development Committee works with the PM to revise the application as needed.
 - iii. The application package to be approved by the respective CF Board via the CF representative. To be undertaken during step ii above.
 - iv. WL DSD, respective Regional rep, CF representative and Chair of the Development Committee present the application to the DevCom for review. Once approved, the Director of Development takes the recommendation including all required documentation to the WL Board.
 - v. Once approved by the WL Board, WL sends the recommendation to its full membership for a postal vote or depending on timing consideration at a General Assembly vote.
 - vi. Once approved by WL member vote, WL and CF co-confer FM status upon the applicant.
- d. Continental Federation Member Join Process: The process noted below is for organizations seeking membership with World Lacrosse as a Continental Federation Member.
- i. Application package containing noted items in 'requirements' is submitted to the WL Director of Sport Development.
 - ii. Prospective CF will be recommended from the Development Committee to the WL Board. For the prospective CF to be approved, WL Board will seek approval by a vote of $\frac{2}{3}$ of the full member NGBs in the respective geographic region.
- e. Affiliate Member Join Process: The process noted below is for organizations seeking Affiliate Membership with World Lacrosse and a Continental Federation(s) if applicable.
- i. Candidate organization completes an Affiliate Membership form (would need to develop). The form will indicate if the organization desires to join respective CF and/or WL. For Affiliate Membership, membership in both is not required in most circumstances. Only WL Board and relevant CF Board/Boards would consider.
 - ii. The form is reviewed by WL Management/DevCom as appropriate and CF Board if applicable.
 - iii. A contract/memorandum of understanding is established between all organizations involved; MOU requires signature of CEOs or appointee for each organization.
 - iv. WL CEO and/or CF President (if applicable) recommend application to appropriate Board(s);



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- v. Appropriate Board(s) accept or decline the Affiliate application. If the application is accepted, MOU is activated. If the application is denied, the MOU is not activated.

Recommendation relating to categorisation of existing members:

Previously existing memberships of both WL & CFs need to be revised and resolved so that on a case-by-case assessment for each NGB/Member a common category and joint WL/CF membership can be agreed and implemented with full communication and awareness with implementation being attained at the earliest possible opportunity.

Conclusion:

These recommendations are the culmination of an excellent collaboration between the Continental Federations and World Lacrosse. At the commencement of this process, the CFs and WL identified an array of benefits of working together as well as some of the frustrations that have been experienced over past years. The conversations were honest, authentic, challenging, respectful and all coming from the common place of wanting to grow the sport on a local, national and international level. There was a recognition that a 'them and us' feeling had sometimes existed and that everyone was committed to an 'us and we' approach for the future.

The MWG is ready to embrace these recommendations within their respective organizations, as well as the greater international lacrosse community because collaboration and cooperation is the only true way forward.



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Appendix A: International Federations Comparative Analysis

This is a comparative analysis of eleven (11) different International Federations, their membership categories, rights, obligations, and processes. A second tab on the worksheet is a summary of consistencies amongst the selected IFs.

This document is best viewed by visiting:

https://drive.google.com/file/d/1eI_YbLa0OO8zTP9j7kmElyANoN4XMfsX/view?usp=sharing

Appendix B: MWG Survey #1 Results (Categories, Rights, Obligations)

A survey was developed to focus discussions on proposed Membership Categories, Rights, and Obligations. The survey was distributed to voting members of the MWG for their feedback and comment prior to a meeting.

The results can be found by visiting:

<https://drive.google.com/file/d/1AhIQbTFeU8Tq4bGyEjW3sL4UrgCwRbqJ/view?usp=sharing>

Appendix C: Agreed Actions (Categories, Rights, Obligations)

Arising from the discussions on the survey in Appendix B, this document details the agreed actions and recommendations of the Membership Working Group. As you can see from the survey results above, considerable consensus building was accomplished post-survey to reach these recommendations.

The agreed actions can be found by visiting:

https://drive.google.com/file/d/1-2HxWaTXILvx1xEtbG_Yil0f1Zyrhmiw/view?usp=sharing

Appendix D: MWG Survey #2 Results (Member Joining/Advancement Process)

A survey was developed to focus discussions on the proposed Membership Recognition Process. The survey was distributed to voting members of the MWG for their feedback and comment prior to a meeting.

The results can be found by visiting:

https://drive.google.com/file/d/17I-XIRx0_IsU5XG4hmOCC0TKOH745PTW/view?usp=sharing



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Appendix E: Agreed Actions (Member Joining/Advancement Process)

Arising from the discussions on the survey in Appendix D, this document details the agreed actions and recommendations of the Membership Working Group. As you can see from the survey results above, considerable consensus building was accomplished post-survey to reach these recommendations.

The agreed actions can be found by visiting:

<https://drive.google.com/file/d/1vh3hIIVYfgiK5cfZkrHxgO3zSLH27cc6/view?usp=sharing>