

**Forward Together Resolutions Working Group**

**Resolutions Overview & Final Report**

**June 18, 2021**

**FORWARD TOGETHER WORKING GROUP (FTRWG) MEMBERS**

- Jack Martin, Co-Chair
- Christina Rodriques, Co-Chair
- Victor Dominguez Baeza
- Jayne Blodgett
- Jennifer Boettcher
- Brian Boling
- Tara Brady
- Keturah Cappadonia
- Sara Dallas
- Meg Delaney
- Kim DeNero-Ackroyd
- Martin Garnar
- Mario Gonzalez
- Rhonda Gould
- Gina Kromhout
- Jim Neal
- Toni Negro
- Eileen M. Palmer
- Leslie Preddy
- Edward Sanchez
- Pauline Stacchini
- Joan Weeks
- Amber Williams

**FORWARD TOGETHER WORKING GROUP (FTRWG) CHARGE**

“The newly appointed working group will develop resolutions based on the Forward Together Working Group report that provided an analysis of the SCOE recommendations. The resolutions will include the various parameters of the proposed new structure at a conceptual (i.e.: non-Bylaws) level. Council will debate on the various components via the resolution and will continue to work in the development of the resolutions virtually with the goal to bring forward for vote at subsequent Council meetings.”

*-As outlined in [ALA CD 52 Draft Revised-FT-Timeline Dec. 2020](#)*

**FORWARD TOGETHER WORKING GROUP (FTRWG) TIMELINE**

The high-level timeline the working group is striving towards is below,

- **March 2021** - Virtual Council Meeting - FTRWG will give an update on their work
- **June 2021** - Annual Conference (Virtual) - Council will debate, amend, vote on FT Resolutions
- **June 2021 - January 2022** - Drafting new bylaws per approved resolutions
- **January 2022**- Midwinter council meeting - Approve new bylaws
- **March/April 2022** - Staff implementation

*-As outlined in [ALA CD 52 Draft Revised-FT-Timeline Dec. 2020](#)*

## **FORWARD TOGETHER RESOLUTIONS WORKING GROUP PROCESS**

As a member group made up of 23 councilors, it was decided to take the recommendations presented in the Forward Together Working Group final report and divide ourselves into smaller subgroups who would focus on drafting resolutions on a particular topic. The full working group has come together every other week since March of 2021 as well as having additional meetings for the subgroups.

A total of 4 informational sessions were planned to provide council and the FTRWG members ample time to discuss the draft resolutions. These sessions have been extremely valuable to working group members as they fine tune the draft resolutions and prepare for upcoming council meetings during the ALA Annual Conference in June 2021.

## **CREATING AN IMPROVED ASSOCIATION STRUCTURE THROUGH FORWARD TOGETHER**

The work of Forward Together encompasses the ideas, aspirations, and hard work of dedicated and passionate ALA members to create a more transparent, inclusive and nimble governance structure for ALA. The FTRWG has dedicated their time and brainpower in order to create these resolutions and prepare them for Council debate. The goal for the following resolutions is to create a more agile association structure that allows members to engage at the level they wish to.

***Any resolutions passed by council at the June meeting will be subject to a membership vote. ALA leadership will be providing more details for next steps, including an implementation plan during the June council meetings.***

## **HIGH LEVEL OVERVIEW OF RESOLUTIONS**

**Divisions:** There are no changes to divisions proposed in the FTRWG resolutions. The Operating Agreement working group is addressing policies related to ALA in relation to its membership divisions (A.4.3.4.1).

**Roundtables:** Resolutions regarding changes to roundtables address the need for increased efficiency in management of roundtables through a standard set of bylaws and dues as well as a minimum requirement in membership.

**Assemblies:** Resolutions to create assemblies are designed to create space for Divisions, Roundtables, Chapters and Affiliates to come together regularly for integrated planning and prioritization of shared effective practices among similar member units. Assemblies will elect their own leadership and will have representation on council.

**Council:** Resolutions regarding changes to council are intended to create a more inclusive, efficient policy making body while maintaining representation from all member units.

**Board of Directors:** Resolutions regarding changes to the ALA Executive Board include a change in name, composition and terms. Roles and responsibilities remain the same.

**Standing Committees:** Resolutions regarding changes to ALA's Standing Committees are designed to streamline committees of council and the board. A lot of effort has gone into mapping where current committees would fit within the proposed 6 standing committees.

**Core Values:** A resolution has been drafted to affirm and clarify ALA's Core Values of Librarianship as well as make these values easier for members to find.

**ITEM #1**

**ALA CORE VALUES**

**Resolution on the ALA Core Values of Librarianship**

Whereas discussions of the Forward Together recommendations revealed confusion about the content and purpose of the ALA Core Values of Librarianship (ALA Policy Manual B 1.1), and;

Whereas it is essential for an association to have a deep understanding of its core values as it undertakes the process of reimagining its structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. establishes a task force with a broad membership reflecting the diversity of the Association to review the ALA Core Values and make recommendations at Annual 2022 regarding any necessary revisions.
2. imbues the task force with the following charges including, but not limited to:
  - (a) The establishment of a regular review process
  - (b) A plan to reduce the multiple locations where the ALA Core Values are listed to a single, easy-to-find location.

**ITEM #2**

**ROUNDTABLES**

**Resolution on ALA Roundtables**

Whereas Round Tables are membership units established to promote a field of librarianship not within the scope of any single division;

Whereas Round Tables cannot create ALA policies or speak on behalf of the Association;

Whereas Round Tables may recommend policy and action to other units;

Whereas members of ALA may join Round Tables by payment of the specified dues; and

Whereas Round Tables improve the vitality of ALA and are often the entry point to ALA engagement, now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. affirms Round Tables are a vital part of the ALA structure;
2. requires Round Tables maintain a minimum of 150 members. A Round Table unable to meet the minimum membership within one year may become an Interest Group, join with another roundtable, or disband;
3. requires that all Round Tables adhere to a common template of core By-Laws while maintaining the flexibility of their own operating principles; and
4. requires that all Round Tables align with nominal, annual membership dues to be recommended by the Round Table Coordinating Assembly;

**ITEM #3 (RESOLUTION 1)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Six Standing Committees under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13);

Whereas the Board of Directors in partnership with the other governance entities (Assemblies, Council, etc.) reserves the right to create additional ad hoc committees, working groups, advisory groups and other member engagement opportunities on an as needed basis; and

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report, now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. creates Six Standing Committees of the Board of Directors: Finance and Audit, Nominating, Leadership Development, Association Policy, Public Policy and Advocacy, and Professional Values.

**ITEM #3 (RESOLUTION 2)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Association Policy Standing Committee Charge under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13);

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report; and

Whereas existing Committees of the Association and Committees of Council are slated to be placed within the new structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members

1. establishes the charge of the Association Policy Committee as focused on issues and topics of internal association governance and policy as related to the work of ALA. This committee will work closely with all facets of the Association to regularly review and ensure best practices and policies that create an equitable, diverse, and inclusive association. This committee will also be charged with identifying and recommending individuals for honorary membership in the association;
2. structure the Association Policy Committee to include fifteen members: 10 elected by ALA members, 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee. The committee will be chaired by an appointed member as recommended by the Nominating Committee. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Each committee will also have a committed ALA Staff Member to support their work;
3. reallocates the existing Committee of the Association; Constitution & Bylaws, and Committees of Council; Policy Monitoring Committee, Committee on Committees, and Committee on Organization, to the Association Policy Committee; and
4. submits a reconstitution proposal to the Board of Directors for a change in reporting structure through the formally approved appeals process, within one year of the adoption of this resolution, if an internal review finds it necessary.

**ITEM #3 (RESOLUTION 3)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Finance and Audit Standing Committee Charge under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13); and

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report; and

Whereas existing Committees of the Association and Committees of Council are slated to be placed within the new structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members

1. establishes the charge of the Finance and Audit Committee as reviewing ALA's proposed budget within the context of the association's strategic plan and strategic priorities, reviewing the financial impact of actions taken by the Board of Directors, and making budget recommendations to the Board of Directors. This committee will also work with the endowment trustees, review financial projections, and perform other fiscal duties as necessary;
2. structures the Finance and Audit Committee to contain 15 members as follows: 10 elected by ALA members, 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee. The committee will be chaired by the ALA treasurer. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Each committee will also have a committed ALA Staff Member to support their work;
3. reallocates the existing Committee of Council, Budget Analysis and Review Committee to the Finance and Audit Committee; and
4. submits a reconstitution proposal to the Board of Directors for a change in reporting structure through the formally approved appeals process, within one year of the adoption of this resolution, if an internal review finds it necessary.

**ITEM #3 (RESOLUTION 4)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Leadership Development Committee Charge under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13); and

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report; and

Whereas existing Committees of the Association and Committees of Council are slated to be placed within the new structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members

1. establishes the charge of the Leadership Development Committee to identify, cultivate, develop, and grow potential member leaders within the association. This committee will focus on ensuring members from underrepresented backgrounds have opportunities to serve within the association and will have strong staff support to ensure continuity and priority. Leadership development programs such as Emerging Leaders and Spectrum Scholars would work closely with this committee. The Leadership Development Committee would also work closely with the Nominating Committee to identify potential candidates. These two committees would work together to identify potential candidates and member leaders who may need more support and guidance in running successfully for office, chairing a committee, or serving the association in another capacity, and to identify resources and support for these members. The Leadership Development Committee will also recommend and solicit names to and from the Volunteer Clearinghouse;
2. structures the Leadership and Development Committee to contain fifteen members as follows: 10 elected by ALA members, 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee. The committee will be chaired by the past president. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Each committee will also have a committed ALA Staff Member to support their work;
3. reallocates the existing Committees of the Association Training, Orientation, & Leadership Development; Election; and Research & Statistics to the Leadership Development Committee; and
4. submits a reconstitution proposal to the Board of Directors for a change in reporting structure through the formally approved appeals process, within one year of the adoption of this resolution, if an internal review finds it necessary.



**ITEM #3 (RESOLUTION 5)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Nominating Committee Charge under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13); and

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report; and

Whereas existing Committees of the Association and Committees of Council are slated to be placed within the new structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members

1. establishes the charge of the Nominating Committee as nominating the election slate for ALA officers and committees, overseeing the petition process for those members who wish to run as petition candidates for a position, and nominating chairs for the six standing committees of the Board of Directors. Nominations for committee chairs will be given to the Board of Directors for appointment. The Nominating Committee might opt to form sub-committees to help oversee appointments to advisory groups or working groups or to manage the Volunteer Clearinghouse, a new entity described in further detail later in this report under "Additional Recommendations." The Nominating Committee will also identify and nominate members and conveners for advisory groups and working groups. These nominations will be given to the Board of Directors for appointment. The Nominating Committee will work closely with the Leadership Development Committee to identify candidates and will encourage a self-nomination process. This committee is intended to be highly inclusive and provide more members the opportunity to participate;
2. structures the Nominating Committee to contain fifteen members as follows: 10 elected by ALA members, 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee. The committee will be chaired by the President-Elect. Nominating Committee members will serve one-year, once in a lifetime terms. Each committee will also have a committed ALA Staff Member to support their work;
3. reallocates the existing Committees of the Association Appointments, Nominating, Awards, and Scholarship & Study Grants to the Nominating Committee; and
4. submits a reconstitution proposal to the Board of Directors for a change in reporting structure through the formally approved appeals process, within one year of the adoption of this resolution, if an internal review finds it necessary.

**ITEM #3 (RESOLUTION 6)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Professional Values Standing Committee Charge under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13); and

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report; and

Whereas existing Committees of the Association and Committees of Council are slated to be placed within the new structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members

1. establishes the charge of the Professional Values Committee as focusing on access, confidentiality and privacy, democracy, diversity, education and lifelong learning, intellectual freedom, the public good, preservation, professionalism, service, social responsibility, and sustainability. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory groups, working groups, and communities of practice;
2. structures the Professional Values Committee to contain fifteen members as follows: 10 elected by ALA members, 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee. The committee will be chaired by an appointed member as recommended by the Nominating Committee. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Each committee will also have a committed ALA Staff Member to support their work;
3. reallocates the existing Committees of the Association; Rural, Native & Tribal Libraries of All Kinds; American Libraries Advisory Committee and Committees of Council; Committee on the Status of Women in Librarianship; Committee on Diversity; Intellectual Freedom Committee; Sustainability Committee; and Committee on Professional Ethics to the Professional Values Committee; and
4. submits a reconstitution proposal to the Board of Directors for a change in reporting structure through the formally approved appeals process, within one year of the adoption of this resolution, if an internal review finds it necessary.

**ITEM #3 (RESOLUTION 7)**

**ALA STANDING COMMITTEES**

**Resolution Establishing Public Policy and Advocacy Standing Committee Charge under the ALA Board of Directors**

Whereas a Board of Directors is slated to replace the former Executive Board;

Whereas SCOE's Forward Together report recommended six Standing Committees reporting to the established Board of Directors (ALA CD #35 Forward Together Jan 2020, page 13); and

Whereas the Forward Together Resolutions Working Group was tasked with examining and reassigning the existing committee governance structure in alignment with the Forward Together Working Group report; and

Whereas existing Committees of the Association and Committees of Council are slated to be placed within the new structure; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members

1. establishes the charge of the Public Policy and Advocacy Committee as focusing on issues and topics of importance to libraries, especially in the areas of public policy and advocacy. Members will seek input and expertise from librarians across the association, and its actions may include recommendations for the creation of advisory committees, working groups, and communities of practice;
2. structures the Public Policy and Advocacy Committee to contain fifteen members as follows: 10 elected by ALA members, 5 appointed by the Board, one of which is a Board member and acts as the Board liaison to the committee. The committee will be chaired by an appointed member as recommended by the Nominating Committee. Members will serve two-year staggered terms and may serve up to two non-consecutive terms in their lifetime. Each committee will also have a committed ALA Staff Member to support their work;
3. reallocates the existing Committees of the Association; Literacy, Chapter Relations Committee and Committees of Council; Public Awareness Committee, Committee on Education, Committee on Legislation, Committee on Library Advocacy; to the Public Policy and Advocacy Committee; and
4. submits a reconstitution proposal to the Board of Directors for a change in reporting structure through the formally approved appeals process, within one year of the adoption of this resolution if an internal review finds it necessary.

**ITEM #4**

**ALA COUNCIL**

**Resolution to reimagine ALA Council**

Whereas the ALA Council's primary role in recent years has been to debate and determine ALA policy;

Whereas the Membership Meeting will remain an inclusive and open space for all ALA members to introduce and debate new policy recommendations to ALA's governing bodies;

Whereas the current iteration of Council is seen as too large, confusing to members and expensive, thus inhibiting its ability to play an effective role in governance;

Whereas the creation of Assemblies and realignment of ALA's Standing Committees provides an opportunity to re-envision Council and its role within ALA;

Whereas Council has a responsibility to provide guidance to the library community on best practices relating to wider social issues affecting the library profession; and

Whereas Council should remain an inclusive space within ALA governance where all members of the Association participate in discussing and influencing ALA policy; now therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. ensures that all ALA members have the opportunity to bring forth resolutions to be considered by the board and any other entity within the new Governance model, regardless of council or board membership.
2. assigns to the Board of Directors all fiduciary and administrative oversight functions of the Association. The Board of Directors will delegate management of the day-to-day operation to the Association's Executive Director per the current constitution.
3. dissolves the current Council as it exists and replaces it with this new body focused on ALA policy.
4. structures Council's new membership to consist of five elected members from each Assembly (20), the Board of Directors (17), five members each from the Standing Association Policy, Public Policy and Advocacy and the Professional Values Committees (15), and 12 at-large positions, for a total of 64 members.
5. defines Board, Assembly and Committee membership representative terms on Council to be concurrent with their terms as elected from their respective parts of the organization.
6. defines Council's 12 at-large positions as directly elected by membership. Terms for these at-large positions will be limited to two consecutive three-year-terms with a

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mandatory three-year break from service. Terms for the at-large positions begin July 1 following the spring election and Annual conference.

7. instructs Council to develop a schedule of in-depth reviews of ALA policies and governance structure so that all policies are reviewed at least once every 5 years.
8. instructs Council to meet at least 4 times a year and that all Council meetings be conducted virtually, or provisions made for in person meetings to have a virtual component.
9. eliminates the requirement for councilors to attend in-person meetings of Council.

**ITEM #5**

**ALA EXECUTIVE BOARD**

**Resolution to establish the ALA Board of Directors**

Whereas membership has requested more transparency and clearer pathways to leadership within the association;

Whereas our association embraces diversity, equity, inclusion and representation from our inclusive community and profession; and

Whereas our association strives for a more nimble and inclusive governance structure; now, therefore be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. dissolve the current ALA Executive Board
2. creates a new ALA Board of Directors, that guides the vision of the association, shapes association strategy and goals, has fiduciary responsibility for the association's assets and investments, recruits and appoints and works with the association executive director, and oversees the association audit process
3. designates that the Board of Directors will be comprised of 18 members;
  - 4 officers (incoming president, president, past-president, treasurer) directly elected by membership to serve a 3-year term
  - 4 members directly elected by ALA membership to serve a 2-year term
  - 6 members from the Assemblies to serve a 2-year term
    - 1 from Roundtables
    - 1 from Affiliates
    - 2 from Chapters
    - 2 from Divisions
  - 3 members appointed by the board for needed expertise and experience to address timely issues to serve a 2-year term
  - 1 non-voting staff member, preference - executive director- ex officio
4. require that the Board of Directors also serve as members of Council, if Council continues to exist.

**ITEM #6 (RESOLUTION 1)**

**ASSEMBLIES**

**Resolution to create ALA Assemblies**

Whereas ALA members align themselves with Divisions, Chapters, Roundtables and Affiliates, Assemblies reflect the pathways of how members associate themselves within the broader ALA and will represent a clearer pathway for members to leadership within the association;

Whereas Assemblies can provide open lines of communication to and from the ALA Board of Directors, committees, Council and all ALA members;

Whereas Assemblies can serve as a forum for integrated planning and prioritization of shared effective practices among the groups represented;

Whereas Assemblies can provide opportunities to bring efficiency and consistency to the related organizations within an assembly by reinforcing a common sense of purpose;

Whereas Assemblies can provide input to the Board of Directors, committees and Council on critical issues identified by the ALA, ALA groups, or ALA members;

Whereas Assemblies, as smaller bodies representing four areas of the association, can be convened both in-person and virtually multiple times throughout the year;

Whereas convening of the Assemblies can be open to all interested ALA members, and agendas can be set and determined with input from members;

Whereas the Assemblies, as smaller bodies, would provide greater flexibility for membership to participate and influence policy;

Whereas each Assembly, while directly participating in ALA's governance, can facilitate information sharing, partnership building, and networking between each other and between the assemblies themselves through Council; and

Whereas the open nature of the Assemblies can be shaped by the groups represented, which would allow each Assembly to set the agenda based on their unique culture of areas of concern; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. creates four assemblies (Affiliate, Chapter, Division, and Round Table);
2. requires membership to ALA and the Assembly's corresponding divisions, roundtables, chapters or affiliates to participate
3. adopts standard governing documents for the four assemblies; and
4. directs each assembly to elect representative(s) to fill 2-year terms on ALA's Board of Directors.

**ITEM #6 (RESOLUTION 2)**

**ASSEMBLIES**

**Resolution to establish structure of ALA Assemblies**

Whereas Assemblies can provide open communication exchanges to and from the ALA Board of Directors and all ALA members;

Whereas Assemblies can provide input to the Board of Directors on critical issues identified by the ALA, ALA groups, or ALA members;

Whereas recommendation to the Board of Directors may include the creation and appointment of working groups, or advisory groups, or groups to focus on strategic areas;

Whereas the creation of Assemblies would build upon practices of the ALA Council, the Chapter Leadership Forum and the Round Table Coordinating Assembly by maintaining a place for discussion and policy making;

Whereas the Assemblies, as smaller bodies, would provide greater flexibility for membership to participate and influence policy making;

Whereas each Assembly, while directly participating in ALA's governance, can facilitate information sharing, partnership building through the new Council, and networking between each other and between the assemblies themselves; and

Whereas the open nature of the Assemblies can be shaped by the groups represented, which would allow each Assembly to set the agenda based on their unique culture of areas of concern; now, therefore, be it

*Resolved*, that the American Library Association (ALA), on behalf of its members:

1. directs each Assembly to consist of a minimum of 15, with a maximum of 80 elected representatives from corresponding ALA unit members, with the ability to serve two consecutive 3-year terms with the option to be re-elected after a 3 year break in service.
2. elects a leadership team (chair, vice-chair, secretary) elected from membership of each Assembly to serve a 3-year term with the option to be re-elected after a 3-year break in service.
3. requires that each assembly elect five members to serve on Council and be responsible for bringing their Assembly's policy-related resolutions to the body.



**Recommendations from FTRWG:**

The FTRWG feels the work of Forward Together is extremely valuable and needed. We understand that many of the resolutions proposed by the FTRWG present additional questions and need for clarity and discussion.

With the work of the FTRWG complete, we would like to suggest that any next steps in this process consider the following.

- It would be beneficial to break up the areas addressed by these resolutions into smaller pieces with clear goals, timelines, and levels of responsibility for each.
- Time is needed to gather insights and financial impacts from all the various units of the association in relation to each of these topics.

**Thank you,**  
**FTRWG Co-Chairs, Jack Martin & Christina Rodriques & FTRWG members**