



Minutes of the Annual General Assembly (AGA)

Tuesday, 26 August 2025

17.30-19.00

Pinto Hall, Hilton Malta Conference Centre, St. Julians, Malta

The 2025 Annual General Assembly (AGA) was presided by the IALP President Brian Shulman.

Attendees: 75 attendees

The President convened the General Assembly and presented the agenda.

1. Minutes of the last meeting

The minutes of the last General Assembly of 04 September 2024 were circulated electronically ahead of the AGA and there were no suggested changes. They were held as a true record of the 2024 AGA.

Minutes approved.

2. President's Report

President Brian Shulman presented the key highlights of his term as President between 2022 and 2025. A detailed report is attached as Annex I of these minutes.

3. Committees' Report

Tamer Abou-Elsaad, as President Elect and IALP Committees' liaison, presented a full-report of the work of the 14 Standing Committees of IALP since August 2024 to date and their forecasted activities. The report is attached as Appendix II to these minutes.

4. Vice President for Communication Report

Wiebke Scharff Rethfeldt, as Vice President for Communication, provided an update on the Website migration & Phase I status, Accessibility & PayPal integration, social media strategy review, REAP proposal (Regional Engagement Ambassadors Program) and next steps. The report is attached as Appendix III to these minutes.

5. Vice President for Finance Report

Arlene Pietranton, as Vice President for Finance, referred to the IALP Financial Statements for 2024 as externally prepared by accountant Karl Cutajar, ACCA, M.I.A., Cert(AML), M.I.M, CPA. She also gave an account of IALP's income and expenditure for the first half of 2025 and future projections. A full report is attached as Appendix IV to these minutes.

6. Vice President for Education Report

Fernanda Dreux, as Vice President for Education, reported that the main areas of work in 2024/2025 were:

2024 - IALP Centennial Composium

Contemporary Perspectives in Communication Sciences and Disorders

2025 - IALP Webinars:

- Child Speech Committee (Jan 2025)
- Dysphagia Committee (Feb 2025)

Coming-up

- Aphasia Committee – (October 2025)
- Cleft Palate (Sept and November 2025)
- AAC Committee (to be announced)

Podcasts

- Phoniatrics Committee

All webinars are available on IALP's YouTube Channel. Fernanda reminded the audience that a set of guidelines for the production of IALP webinars were developed by a Sub-committee of the Board supported by IALP's CEO. The new Executive Committee will review the guidelines based on the feedback received from the webinars which were held.

Fernanda provided an update on the scientific programme of the 33rd World Congress of the IALP as follows:

- Over 650 abstracts submitted
- From 58 countries
- 550 participants
- 4 Main Reports
- 14 Symposia
- 17 Committee sessions
- 213 Oral presentations
- 8 MoU Partnering Association sessions
- 182 posters continuously presented

As VP for Education, Fernanda also announced the first regional conference of the International Association of Communication Sciences and Disorders (IALP) in collaboration with The Brazilian Association of Speech-Language Pathology and Audiology (SBFA). The regional conference will be held in Belem, Brazil from 22nd to 25th June 2026. Abstract submissions will be welcome between December 2025 through February 2026.

7. Vice President for Membership and Partnerships Report

Kamini Gadhok as Vice President for Membership and Partnerships explained that her role is to support the recruitment and retention of members and to grow our partnership working with a range of organisations to enable us to deliver against IALP's four core strategies. A detailed report is attached to these minutes as Appendix V.

8. Changes to By-Laws – Arlene Pietranton Chair of the Sub-committee for the revision of the By-Laws

Arlene Pietranton as the Chair of the Sub-committee for the revision of the By-Laws presented the changes to By-Laws which are being proposed for endorsement by the General Assembly. These changes to By-Laws have been unanimously agreed by the EC and approved by the IALP Board.

Arlene Pietranton explained that the purpose of reviewing and changing the bylaws and regulations was to ensure clarity, align with developed strategic plan and reduce repetitions. Notes relating to changes to Bylaws and Regulations were presented to the GA and are being attached to these minutes as Appendix VI.

The General Assembly resolved that the new Bylaws were therefore approved and that any one Executive Committee member or the Local Representative was individually authorized to sign the amended By-laws, to make an extract of this resolution and to do all that was required in order to register the amended By-laws with the authorities in Malta.

9. IALP 2028 Congress

In 2023, the Affiliated Society AKL CR from Prague, Czech Republic, was approved as the host of the next IALP Congress in 2028. Hana Nestalova, on behalf of the Czech Association gave a presentation highlighting Prague's attractiveness and benefits for delegates to attend the IALP World Congress in 2028.

10. Voting Process

Brian Shulman explained that for the IALP 2025 election, an independent vendor was identified to support a fully electronic electoral process. Voting will remain open until 19.30 CET.

The **Official Results** of the 2025 election are as follows:

- **Section I - Officers' Election** –
President Elect – Kamini Gadhok – UK (elected)
Vice President for Education – Fernanda Dreux - BR (approved for a second term)
Vice President for Communication – Dora Knezevic – CR (approved)
Vice President for Finance – Arlene Pietranton - USA (approved for a second term)
Vice President for Membership and Partnerships – Debra Phyland – AU (Elected)
- **Section II - Bylaw Changes Approval** - Approved

11. Other business

The following IALP awards will be presented at the gala dinner and awards ceremony on Wednesday 27th August 2025.

Publication Awards

Manuel Garcia Prize

Boquan Liu, Jianhan Lei, Owen P. Wischhoff, Katerina A. Smereka and Jack J. Jiang,
"Acoustic Character Governing Variation in Normal, Benign, and Malignant Voices, first published online in *Folia Phoniatrica et Logopaedica*, in July 2024.

Award for Student Excellence in Research

Kristin J. Teplansky

"Tongue and Lip Acceleration as a Measure of Speech Decline in Amyotrophic Lateral Sclerosis" first published online in *Folia Phoniatrica et Logopaedica*, in June 2022.

IALP Honoured Member Award

Debra Jean Phyland (AU)
Marleen Westerveld (AU)
Sharynne McLeod (AU)

Distinguished Service Award

Antony Duttine – Technical Lead (Rehabilitation), WHO
Vanessa Ebejer – Chief Executive Officer, IALP

12. No other matters.

The General Assembly adjourned.

A handwritten signature in black ink, appearing to read "Brian B. Shulman". The signature is written in a cursive, flowing style with a long horizontal stroke at the end.

Brian B. Shulman PhD, CCC-SLP, ASHA Fellow, FASAHP, FNAP
President
26 August 2025

Appendix I

President's Report

Milestones of Progress and Impact: Selected Highlights from the 2022–2025 Term

Administration and Media

- **Strategic Plan – 2023-2028**

The EC and Board engaged in a number of months of work in collaboration with a strategic planning consultant to address the current status of IALP and its future. The IALP Strategic Plan was approved by the Board in September 2023. The Plan contains the following Four Core Strategies:

STRATEGY 1: RESEARCH AND IMPLEMENTATION

Facilitate implementation and evidence-based practice by fostering and disseminating research and data that advances the science and practice in the field of communication sciences and disorders.

STRATEGY 2: NETWORKING AND EDUCATIONAL PROGRAMMING

Support knowledge sharing and skill development by providing networking and educational programming among multidisciplinary professionals working in the field of communication sciences and disorders.

STRATEGY 3: ADVOCATE AND PARTNER

Increase access to and quality of services in the field of communication sciences and disorders through awareness raising, influencing, and partnerships.

STRATEGY 4: GROW AND SUSTAIN

Grow and sustain a vibrant and effective professional association that upholds the highest standards of governance and integrity in all that we do.

In turn, each of these strategies contains a set of four (4) Priority Action Items to be implemented to track the progress of the objectives over a 5-year period by committee chairs and their respective members along with our large-, medium-, and small-sized affiliated society representatives on the Board.

- **IALP Values Statement**

1. We believe communication is a human right and collective responsibility.
2. We are an inclusive community, committed to collaboration across diverse contexts.
3. We value research, education, and practice grounded in evidence.
4. We are committed to advancing equity and access to services and resources globally.

The following policies were developed or refined to improve, streamline and keep current the overall operation of IALP. These policies are all available on the IALP website ialpglobal.org

- Cookie Policy
- Privacy Policy
- Financial Policy
- Investment Policy
- Advertising Policy

- Sponsorship Policy
- Revision of Congress Bidding Document – Additional Bidding Model
- IALP Honoured Member Criteria
- Revision of the IALP By-Laws
- Long-Term Sponsorship Packages

- **New IALP website** – ialpglobal.org - This endeavour has been undertaken by many over many months and under the leadership of Wiebke Scharff Rethfeldt (DE), Vice President for Communication. The website continues to evolve with more content and features over the coming months.
- **IALP YouTube Channel** – recently launched and serving as a repository for all IALP webinars – HANDLE - **@IALP-global**

Education and Research

- IALP’s 14 Standing Committees remain the pillars of IALP’s educational and research programme. Each IALP Committee has a sub-page on the IALP website. More information about their outstanding work is available on their sub-pages - <https://ialpglobal.org/our-committees/>
- Guidelines for the Production of IALP Webinars developed in collaboration with IALP Committees
- Pilot Webinars Project:
 - January 2025 :- *Multilingual and Multicultural Aspects in assessment and intervention of Speech Sound Disorders*, organised by the IALP Child Speech Committee.
 - January 2025 :- *Clinical Reasoning during dysphagia assessment and management*, organised by the IALP Dysphagia Committee.
- Forthcoming webinars by:
 - Cleft Palate Committee – September and November 2025
 - Aphasia Committee – September 2025
 - AAC Committee – Date to be announced
- Pilot Podcasts – The IALP Phoniatics Committee have developed a series of 3 podcasts called Voice On which are available on the IALP YouTube Channel

Publications

- ❖ ***Folia Phoniatica et Logopaedica*** – 6 issues per year and Special Issues

Founded in 1947, *Folia Phoniatica et Logopaedica* serves as one of the leading international journals in the field of communication sciences and disorders.

- ❖ IALP publication entitled ***The Underserved: Addressing the Needs of Those with Communication Disorders*** edited by IALP members Sandra Levey (USA) and Pamela Enderby (UK) was published in print format in August 2023 to coincide with the launch of the 100th anniversary of the founding of IALP. The book is made up of 14 Chapters developed by each of IALP’s 14 Standing Committees

- **Mentoring Programmes**

The IALP Aphasia Mentoring Project, supported by the Tavistock Trust for Aphasia, aims to foster meaningful collaboration between mentors and mentees. Its purpose is to support speech-language therapists working in isolation—often in regions where services for people with aphasia are emerging or limited—and to cultivate mutual understanding around service delivery and professional development needs. Between 2023 and 2025, the program ran two successful cycles. A total of 22 mentees from Africa and Asia were paired with 23 mentors, all Individual Members of IALP, who provided dedicated professional guidance and support throughout the initiative.

The Transforming Faces (TF) Mentoring Programme

The collaboration between IALP and Transforming Faces (a Canadian charity focused on providing comprehensive cleft care to children born with cleft lip and/or palate), is focused on supporting speech-language pathologists (SLPs) working in resource-constrained settings. The initiative aims to enhance speech therapy services for children with cleft conditions and to promote the development of the speech-language therapy profession in low-resource regions. From 2022 to 2025, the TF Mentoring Programme delivered two successful cycles, coordinated by the IALP Cleft Palate Committee. A total of 44 mentors—all Individual Members of IALP—were paired with 44 mentees from Asia, Africa, and South America, offering guidance and professional support.

Plans for future mentoring opportunities are currently being explored to build on the success of this initiative.

Membership, Global Outreach, Partnerships and WHO

Individual Membership and Affiliated Societies

- Sliding Scale Membership Fee (Pilot Project)
- Sliding Scale Student Membership Fee
- Launch of the Membership Sponsorship Fund (MSF) - to provide vital membership support for individuals and professional associations from low- and middle-resourced countries
- Launch of Framework for the Development of Clinical Guidelines in collaboration with IALP Affiliated Societies.
- Working Group supporting the Development of the Profession in Low and Middle-Resourced Countries

Global Outreach

IALP actively participated in national and international events by hosting a booth and sponsoring a dedicated session at conferences organized by its affiliated societies, including Speech Pathology Australia (SPA) and the American Speech-Language-Hearing Association (ASHA). Additionally, IALP contributed to international congresses and events held by the International Federation of Otorhinolaryngological Societies (IFOS), the European Speech and Language Therapy Association (ESLA), and the International Summer School. Several members were recruited as IALP Individual and Student members.

Partnering MoU Organisations

- Consolidated MoUs with 4 partnering Organisations CTI, ESLA, UEP, WFNR

- 6 New MoU Partnering Organisations: Cochrane Rehabilitation, ESSD, IDDSI, ISA, ISAAC, RADLD.

Non- State Actor in Official Relations with WHO

- Renewed Status as Non-State Actors in Official Relations with the WHO 2024-2026 – 3 year working plan developed (2024-2026)
- Member of the World Rehabilitation Alliance (WRA) – IALP members serving of 5 workstreams: Emergencies, Primary Healthcare, Research, Workforce, External Relations
- Annual representation and participation at the World Health Assembly (WHA) by IALP President Brian Shulman
- Invitations to attend WHO Regional Committee meetings for Europe, Africa, PAHO and the Western Pacific. At the 74th and 75th session of the WHO Regional Committee for the Western Pacific, Manila, Philippines, IALP presented 2 interventions at every session.
- Several other IALP Individual members serve as IALP representatives on WHO task forces and initiatives.

World Congresses and Special Events

- **IALP Auckland 2023 – August 2023**

IALP and the New Zealand Organizing committee were delighted to welcome 1,024 delegates from 54 countries around the world to Auckland, New Zealand for the 32nd World Congress of IALP and the start of the celebration of IALP's 100th anniversary period/Centennial. Congress delegates were warmly welcomed to Aotearoa, New Zealand by the local iwi (indigenous tribe) of the land, Ngāti Whātua Ōrakei and the honorable Marama Davidson (Member of Parliament) in the Opening Ceremony. The invited keynote speakers, Prof Gail Gillon (NZ), Prof Georgia Malandraki (US), Prof De Wet Swanepoel (ZA) and the WHO representative, Antony Duttine presented very engaging and thought-provoking presentations. The scientific program was complemented with an equally exciting social program with various half-day excursions and a memorable Gala Dinner.

- **IALP Centennial Event – June 2024**

Our Centennial event and celebration, *Contemporary Perspectives in Communication Sciences and Disorders*, was held 27-29 June 2024, Vienna, Austria, the birthplace of IALP. The two-and-a-half-day event was attended by several delegates from 25 different countries. The scientific programme consisted of 26 different sessions on speech-language therapy, audiology, swallowing and voice disorders, including 2 Keynote Speeches, one Special Past Presidents' session and a WHO presentation. Antony Duttine, Technical Lead for Rehabilitation at WHO joined us virtually from Geneva and presented the work by WHO on Rehabilitation 2030 with a call for further opportunities for action from IALP.

During the event, due recognition was given to the IALP Past Presidents who were acknowledged for their dedication, commitment, and vision in driving IALP forward to the organization it is today. In particular, the Past Presidents in attendance, Prof. Nasser Kotby (EG), Prof Mara Behlau (BR), Prof Helen Grech (MT), Prof Lilly Cheng (USA) and Prof Pam Enderby (UK) were publicly acknowledged by current IALP President Dr Brian Shulman (USA) at the celebratory dinner event held on Friday evening in a typical Viennese brewery through the presentation of an IALP Centennial pin.

We were also honoured by the presence of Evemarie Haupt (DE) who is the eldest IALP member and who, for several years, was very active as a member of IALP's Voice Committee.

- **IALP Malta 2025 – August 2025**

The theme for the 2025 Congress is *Innovation and Inspiration in Communication Sciences and Disorders*.

- ❖ 630 abstracts submitted
- ❖ 150 posters
- ❖ 390 oral presentations in 91 sessions
- ❖ WHO session with Antony Duttine, Technical Lead (Rehabilitation), WHO
- ❖ Delegates attending from 57 countries

MAIN REPORT SPEAKERS and REPORTS

- ✚ Itai Dattner (IL) – Artificial Intelligence and Communication Sciences and Disorders: A Bidirectional Frontier
- ✚ Barbara Ehren (US) – Adolescent Language Disorders: A Critical Focus Now and in the Future
- ✚ Simon Kitto (CA) – Integrating Interprofessional Education and Practice with Implementation Science: A 'backwards design' approach

Appendix II

President-Elect Report for The IALP Committees' activities

Prof. Tamer Abou-Elsaad

Malta, 23rd August 2025

1. Augmentative & Alternative Communication (AAC)

- **Achievements:**

- Finalised strategic plan with 5 pillars (evidence-based, professional development, integrity, advocacy, tech collaboration).
- Ongoing joint work with Aphasia Committee.
- Research on AAC clinical competency – 2 manuscripts near submission.
- Rapid review on AI in AAC.

- **Future Plans:**

- Publish competency research, update plan, run webinars, launch AAC World Café, survey members.
- Strengthen ISAAC collaboration.

2. Aphasia Committee

- **Achievements:**

- Tavistock Trust Mentoring Programme – 10 mentees from Africa & Asia, 10 mentors globally.
- Webinars planned (best practice in aphasia rehab, AAC in aphasia).
- Field Manual pilot in Ghana approved.

- **Future Plans:**

- Develop a training module for mentors.
- Continue webinars, expand webpage content, recruit 2 new members.

3. Audiology Committee

- **Achievements:**

- 3 newsletters highlighting innovation.
- World Hearing Day & International Day of Persons with Disabilities webinars.
- WCA Paris panel on audiologists in interdisciplinary teams.

- **Future Plans:**

- Continue newsletters, awareness events, expand membership diversity.

4. Autism Spectrum Disorders Committee

- **Achievements:**

- Published thematic journal issues; multiple global research outputs.
- Presentations at IALP, ASHA, SETON Hall University.
- Ongoing SATA research on social attitudes in autism.

- **Future Plans:**

- Recruit new members, present in Malta 2025, plan ASD research webinar, update webpage.

5. Child Language Committee

- **Achievements:**

- Global TALES & digital literacy survey (>900 responses).
- Partnerships with RADLD for terminology change.
- Multiple presentations at IALP & IASCL.

- **Future Plans:**

- Publish Global TALEs coherence paper.
- Develop clinical guidelines on digital literacy.
- Recruit more members; continue advocacy.

6. Child Speech Committee

- **Achievements:**
 - Expanded membership; webinar (Jan 2025); special journal issue & book chapters.
 - Collaborations with Audiology Committee.
- **Future Plans:**
 - Seminar in Malta, genetics & SSD webinar, clinical guideline survey, mentorship promotion.

7. Cleft Palate & Craniofacial

- **Achievements:**
 - Active in Transforming Faces–IALP Mentorship Program.
 - The Global Speech Task Force works on task-shifting in resource-limited regions.
 - Webinars & congress sessions.
- **Future Plans:**
 - Continue mentorship, develop resources for craniofacial conditions, update FAQs, and new leadership.

8. Dysphagia Committee

- **Achievements:**
 - Quarterly webinars (archived), global dysphagia education needs survey (~500 responses), clinical assessment repository in progress.
 - Malta panel on neurodegenerative diseases.
 - Partnerships with WHO & IDDSI, humanitarian aid strategy.
- **Future Plans:**
 - Launch mentorship (Sept 2025), publish survey, multilingual resources, expand partnerships, enhance online presence.

9. Phoniatics Committee

- **Achievements:**
 - Developed “voiceON” podcast series; 2 Egypt episodes published.
 - WHO representation on paediatric rehab.
- **Future Plans:**
 - Malta session on neurolaryngology, expand podcast series, optimise production with AI tools.

10. Education of SLT & Audiology committee:

- **Achievements:**
 - Completion of the Education Standards
 - Initiated the process for Developing Clinical Competencies in SLT
 - Used the IALP Strategic Plan as a road map for developing the Education Committee
- **Future Plans:**
 - Continuous development of the Strategic Plan for the Education Committee
 - Presentations at the 2025 IALP World Congress.

11. Fluency Committee

- **Achievements:**
 - Recruited 4 new members, website updates, and planned Malta session on global stuttering assessment.
- **Future Plans:**

- Publish assessment practices globally, recruit broader membership, and plan a webinar.

12. Motor Speech Committee

- **Achievements:**
 - Regular meetings, symposium prep for Malta, narrative review, global representation focus.
- **Future Plans:**
 - Continue collaborative projects, broaden membership.

13. Multilingual-Multicultural Affairs Committee

- **Achievements:**
 - Published DLD assessment survey results; multiple global presentations.
 - Proposed AI in multilingual assessment webinar & Malta workshops.
 - Drafted decolonisation recommendations for IALP.
- **Future Plans:**
 - Recruit new members, 2026 webinar, continue advocacy for inclusive membership policies.

14. Voice Disorders Committee

- **Achievements:**
 - Conference promotion, recruitment of new members, completed PROMs translations list.
 - WHO collaboration on occupational voice injuries, World Voice Day video (>4000 views).
 - “Fast Facts” completed for IALP site.
- **Future Plans:**
 - Handover to new chair, develop white paper on occupational voice injuries, October 2025 webinar.

Cross-cutting themes for all committees:

- Increasing collaboration between committees.
- Expanding global reach, particularly in LMICs.
- Using webinars, congress sessions, and mentorship to build capacity.
- Addressing diversity, equity, inclusion, and decolonisation.
- Strengthening partnerships with WHO, ISAAC, IDDSI, RADLD, and others.
- Leveraging AI and digital tools in clinical, research, and training contexts.
- **Public awareness** through campaigns and congress activities.

**End of the president-elect report
Malta , 23rd August 2025**

Appendix III

IALP Vice President for Communication

Prof. Dr. Wiebke Scharff Rethfeldt

August 2025

This report outlines key developments in the communication portfolio of the International Association of Communication Sciences and Disorders (IALP). It provides an update on the website development, the ongoing implementation of accessibility features and content integration, social media strategy adaptations, and the conceptualization of a new Local Language Ambassador Program. The work reported here was guided by the principles of digital accessibility, global equity, and multilingual, inclusive communication.

In addition to these focal points, the VP Communication has overseen a range of ongoing operational activities, including:

- Coordination of Executive Committee and Board meeting logistics (Zoom links, captions, recordings, minutes, revisions).
- Maintenance of the IALP YouTube channel, including its reinstallation after deletion by the new website host in Q4/2024, integration across the website, and coordination with Committees for video, webinar, and podcast content.
- Continuous updates to the contact information and world map of Affiliated Societies.
- Regular review and updating of Committee sub-pages and news posts.
- Cross-platform social media posting and reposting related to EC/Board activities, of for this reason provided content of Committee work, presidential visits, Congress announcements, WHO collaborations, and affiliated society events.

One of the responsibilities of the VP Communication has also been the documentation of meetings and the review and preparation of minutes. This activity is not addressed separately in the present report.

Website Migration & Phase 1 status

In January 2025, IALP officially transitioned to its new domain: www.ialpglobal.org (fully operated and hosted by Born Digital Studio on a US server). This step followed earlier migrations from <https://ialpsoc.info> (until Q1 2023) to <https://ialp-org.com> (until Q1 2025, operated by Born, but hosted on an EU server).

In preparation for this migration, IALP acquired the new domain www.ialpglobal.org for hosting the IALP website. In parallel, a master privacy policy and cookies policy were developed in collaboration with IALP's legal team and the web developers to ensure compliance with applicable regulations.

The purchase and migration to another new domain aimed to accelerate the content loading speeds and to establish Officer email addresses operated by Google (US) instead of Strato (EU).

Since the domain migration on 27 January 2025, the website provider Born Digital (Malta) has continued to address various technical issues affecting both the design and functionality of the IALP website. These efforts remain part of **Phase 1**, which is still

ongoing and has taken longer than anticipated. Regular work has been carried out to resolve several post-migration issues

Following the change to the new host, it became apparent in recent months that the previously automated website analytics used to track visibility (visits, views, and other standard metrics) had not been running consistently. Upon request, Born Digital reinstated this functionality in July 2025. As a result, no continuous historical data is currently available for comparative analysis. However, it has been observed that, to date, a significant portion of visits still arrive via redirection from the previous domain **ialp-org.com**.

The VP Communication and the Office have coordinated all change requests and ensured no content was lost during this transition phase. The current status is now largely stable.

The domain address of the IALP website has been linked to other organizations' websites, shared via social media, and integrated into documents disseminated by Committees and in research papers. It has also appeared in journal articles and conference presentations, contributing to the establishment and recognition of IALP's online presence.

Accessibility and Paypal Integration

In line with the 2022 contract agreements and ethical commitments to accessibility and equity, two major improvements have been pursued:

- **WCAG 2.0 AA Web Accessibility Compliance**

Accessibility remains a priority, as originally defined in the October 2022 contract as an integral component of Phase I of the website development. This implementation is ongoing and aims to ensure that the website is fully usable for people with disabilities worldwide and meets international standards. In July 2025, another meeting was held with Born Digital to review options for advancing WCAG compliance. While there have been multiple meetings and extensive correspondence over the past years, the agreed accessibility measures have not yet been implemented to an adequate standard.

Two options were presented; however, only one is currently feasible, as the alternative would require a full and complete design refinement of the website, impacting the overall design. Born Digital acknowledged that accessibility had not been factored into the design or development phases—an oversight partly due to frequent changes in staff overseeing Phase I. While the website is fully functional, the need to improve accessibility to ensure a more inclusive user experience was emphasized. Born Digital has proposed integrating a trusted accessibility plugin, offering customizable tools such as high-contrast modes, text resizing, and keyboard navigation support. These features allow visitors to adapt the site to their needs without altering the base design. It was also noted that this plugin is not a substitute for full WCAG compliance, and design considerations such as color contrast, typography, and layout would need to be addressed in a later phase. The recommended path forward is to implement the proposed accessibility plugin in the short term to provide immediate support for users with visual and cognitive needs without altering the current design. In the longer term, a design refinement phase is planned to update color schemes, typography, and layout to achieve full WCAG compliance while preserving the brand identity.

The decision has been taken to proceed with the plugin at this stage. Should a future Executive Committee choose to implement a fully WCAG-compliant redesign, Born

Digital has confirmed in writing that no additional costs would be incurred by IALP for this work.

- **PayPal Integration**

Membership payments can now be processed directly through PayPal, expanding access for global users, especially those without credit cards. This feature has been tested and is live.

These developments are more than technical. They reflect IALP's values of inclusion, equity, and responsible digital presence.

Once the beforementioned issues are resolved, we intend to proceed with **Phase 2**, which includes the implementation of a Members-Only Area—a concept endorsed in principle by the Board during the June 2024 meeting in Vienna.

Members Only Area

The development of a Members-Only Area (MOA) was initially endorsed by the Board in June 2024. Prior to engaging with Born Digital, a structured assessment was conducted to identify the key features and functionalities the MOA should offer. Initial feedback was gathered from EC members, followed by input from Board members; these inputs were then consolidated into a single requirements document.

On this basis, an initial outline for the MOA was submitted to Born Digital on October 7, 2024. After repeated follow-ups, a first cost estimate was received in January 2025. However, this initial quote lacked key elements related to functional, technical, and security expectations. A detailed clarification and repeated request were therefore sent.

Key requested components include:

- Role-based access and secure downloads (e.g. certificates, shared board files)
- GDPR-compliant security features (2FA, encryption)
- Maintenance and scalability models
- Optional stand-alone app version

Stakeholder feedback summary:

- Some support the idea if it is user-friendly, secure, and affordable.
- Others expressed doubts about long-term sustainability (staffing, funding, moderation).
- Affiliated Societies report low engagement with similar features.
- Several members favor app-based access over browser-based logins.

While a quote was eventually received, it lacked key breakdowns. In particular, several questions regarding implementation details and the overall project timeline remain insufficiently answered by Born Digital to date.

Given the significant cost and long-term maintenance implications, further development has been temporarily paused following the recommendation of the CEO in May 2025, pending strategic reconfirmation. The concept itself remains valid and aligned with IALP's goals for member engagement, professional networking, and content accessibility.

To proceed meaningfully, the incoming Officers and the Board are invited to reaffirm their commitment to jointly advancing this initiative and to consider allocating the necessary financial and operational resources. The success of the MOA will depend not only on its technical implementation, but also on shared ownership and sustained investment at the leadership level.

Social Media Strategy Review

IALP's current social media reach has been affected by significant global shifts in platform usage. IALP currently maintains an active X (formerly Twitter) account under the handle [@IALP_Global](#) with 1,137 followers. Since June 2024, IALP has also operated a [YouTube channel](#); in February 2025, its handle was changed to [@IALP-global](#) after the original account was accidentally deleted by the web host company. The channel now serves as a central repository for current and forthcoming webinars, podcasts, and introductory videos of the 14 Committees, all integrated into the IALP website.

Engagement on Twitter/X has declined markedly, with many followers becoming inactive. Privacy concerns on Meta-owned platforms, particularly regarding the harvesting of user data for AI purposes, have also led some users to discontinue their activity. Furthermore, platform preferences vary considerably across regions; for example, in China and parts of Africa, audiences tend to use platforms outside the predominantly Western Meta/Google ecosystem.

These developments, combined with IALP's limited internal resources for managing multiple channels, underscore the need for a revised approach to social media strategy.

Toward a Decentralized and Regionally Anchored Strategy

Unlike national associations with dedicated media teams, IALP operates with limited staff and relies heavily on volunteer contributions. In light of this, the proposed approach moves away from a central "one-platform" model toward the establishment of regionally appropriate communication nodes. Messaging should reflect and promote linguistic and cultural diversity, ensuring that content resonates within different contexts.

Pilot activities on YouTube and LinkedIn have yielded positive results, while observational monitoring of emerging platforms such as Bluesky and TikTok is ongoing. Any adoption of new platforms will be based on a thorough evaluation of usability, audience reach, and long-term relevance.

Any revised social media strategy should therefore integrate locally preferred platforms and languages, supported by dedicated regional contacts. To operationalize this approach, the **Regional Engagement Ambassadors Program (REAP)** is proposed as a targeted initiative to strengthen IALP's presence and engagement across underrepresented regions.

REAP – Regional Engagement Ambassadors Program

As a direct measure arising from the analysis of social media usage over the past six months and the identified need for a decentralized, regionally anchored communication strategy, the **Regional Engagement Ambassadors Program (REAP)** is proposed.

REAP was developed over the past six months in response to the Board’s ideas and Q4 2024 request to review and adapt the social media strategy. It reflects the outcome of this review process, addressing both the need for regionally anchored communication and the use of locally preferred platforms. While the concept has been shaped in detail, its implementation has not yet been approved and will require a decision by the incoming President and Executive Committee.

IALP’s outreach remains concentrated in English-speaking high-income countries with strong existing membership bases (US, UK, Australia), reflecting both current social media visibility and the organization’s primary volunteer base. This distribution aligns with the membership pattern shown in the global map presented at the General Assembly during the last World Congress in Auckland, where large parts of Asia, Africa, and South America remain underrepresented:

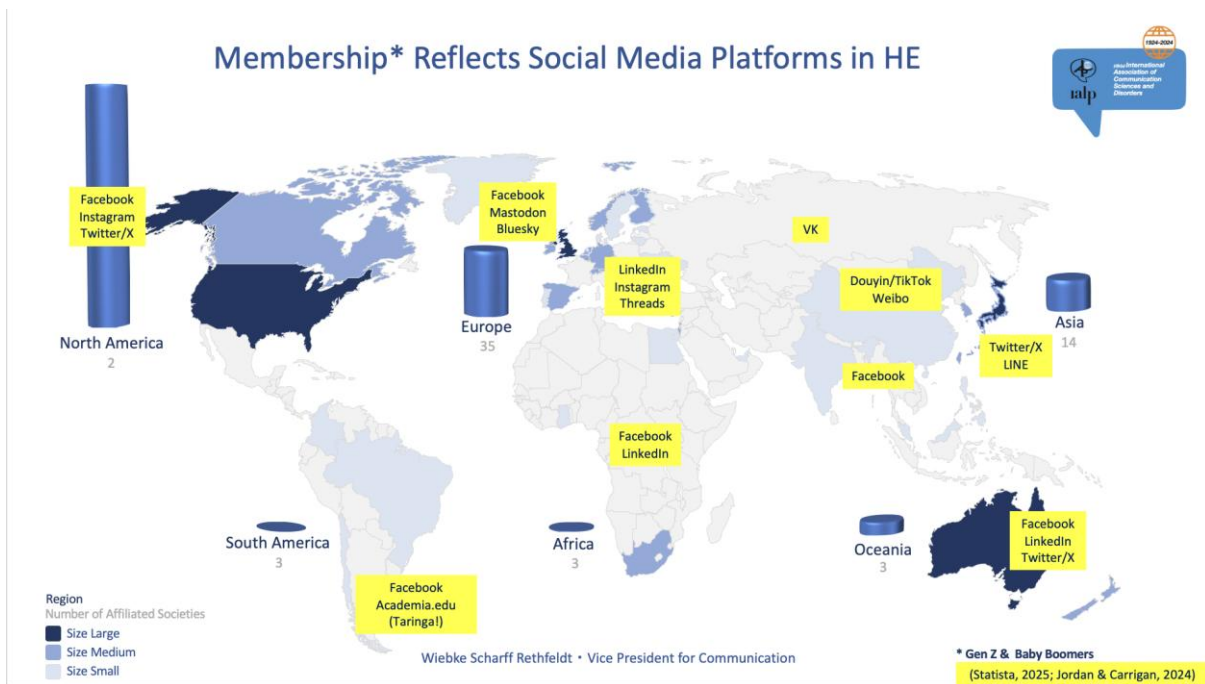


Figure 1: IALP affiliated society membership distribution as presented by the VP Communication at the General Assembly in 2023 and primary social media platforms used by Gen Z and Baby Boomers in higher education.

This distribution aligns with the membership pattern shown in Figure 1, which illustrates IALP’s global membership distribution and the primary social media platforms used in higher education. It is noteworthy that data indicate younger generations, particularly Gen

Z, demonstrate distinct social media usage patterns compared to older cohorts such as Baby Boomers and Gen X. These differences should be considered when designing outreach strategies aimed at attracting and engaging the next generation of IALP members.

If IALP is to achieve genuine global representation—particularly in the Global South and linguistically underrepresented communities—a new communication model is essential. REAP addresses this by combining linguistic accessibility with the use of regionally preferred social media platforms to increase reach and engagement.

REAP aims to recruit at least two IALP-affiliated individuals per country, ideally native speakers of the principal local languages, to serve as:

- **Multipliers:** Sharing IALP content through locally relevant channels and platforms, including centrally collected updates from all IALP Committees
- **Translators/Interpreters:** Ensuring multilingual accessibility of key information
- **Local Contacts:** Acting as first points of engagement for members and interested parties
- **Bridges:** Linking regional networks with IALP Committees and leadership
- **Social Media Volunteers:** Particularly students in Speech-Language Pathology, Phoniatrics, and Audiology, who will be trained and supervised by the VP Communication to manage and post content across different platforms (e.g., Facebook, Instagram, LinkedIn)

Parallel to the ambassador activities, REAP will engage established professionals as visible advocates in their regions to enhance recognition and reach among peers, institutions, and potential new members.

Implementation Plan

- **Open Call:** Recruitment of ambassadors to begin following the 2025 Congress (Q4 2025)
- **Geographic Focus:** Africa, Southeast Asia, Latin America
- **Commitment:** Approximately 2–4 hours per month, participation in online training, and regular check-ins
- **Benefits:** Recognition, certificates of appreciation, website profile, and—pending approval—reduced or free membership fees and discounted event participation

The program would be coordinated through the Office of the VP Communication in close collaboration with the VP for Memberships & Partnerships.

REAP was developed as a result of the Board’s request in Q4 2024 to review and adapt the social media strategy. Its implementation will be subject to review and decision-making by the incoming President, in consultation with the new EC, to determine the scope, timeline, and resource allocation for the pilot phase.

Current Activities and Next Steps

Website

- Finalize WCAG 2.0 AA compliance audit
- Standardize Committee sub-pages (structure, font, links)
- Expand "News Archive" and integrate multimedia (YouTube, podcast links)
- Implement a running landing page highlighting IALP News
- Initiate discussions with new developer options (if Born Digital delays persist)

Ambassador Program (REAP)

- Finalize materials (selection criteria, onboarding plan)
- Develop program further following Malta Congress and launch pilot phase in Q4 2025
- Evaluate pilot and prepare report for Board Q1 2026

Social Media

- Continue cross-posting essential updates across YouTube, LinkedIn, and Instagram
- Continue expanding the YouTube channel as a repository for webinars, podcasts, and Committee introductory videos, ensuring integration with the IALP website and promotion via other platforms
- Identify region-specific platforms for pilot countries (e.g. *WeChat*, *Telegram*)
- Maintain data tracking on engagement rates, language reach, and content type

Conclusion

IALP's communication strategy is in a critical period of transition. The work of the past year has focused on stabilizing the digital infrastructure while preparing for a more globally inclusive future. Through better technical functionality, ethical platform use, and community-rooted outreach, IALP is better positioned to fulfill its mission in an increasingly complex global context.

Looking ahead, the proposed Regional Engagement Ambassadors Program (REAP) represents a potential key measure for expanding IALP's reach into underrepresented regions and platforms. Its implementation, scope, and resourcing will, however, remain subject to review and approval by the next Executive Committee.

Appendix IV

Vice President for Finance Report

Arlene A. Pietranton, PhD

Annual General Assembly 2025

1. Background Information

- Congress Rescheduled from 2022 to 2023
- June 2024 Centennial Event in Vienna
- 2025 Congress Relocated from Tel Aviv to Malta
- Membership Fees Restructure (3 year pilot)
- Web Re-design Underway
- New Board Structure (2019 Bylaws Changes)
- Strategic Plan
- Multi-year Cycle

2. Financial Statement 2024

- 2024 Financial Statements were prepared by an external auditor per GAPSME regulations & approved by the Board in June 2025
- This is the 2nd set of Financial Statements for IALP Malta
- 2024 Income of **162,391 Euro** was higher than forecast of **100,000 Euro** (2023 Congress & 2024 Centennial)
- 2024 Expenses of **159,168 Euro** was higher than forecast of **107,750 Euro** (2025 Congress-related expenses)

3. Bank Account Balances

Account	2025	2024
Lombard Bank Malta EUR (Operating Account)	98,761 € June 30, 2025	80,726 € December 31, 2024
Money Market Account Allegra - Cambridge USD (Investment Account)	243,309 USD June 30, 2025	237,224 USD December 31, 2024

4. Income – Second Quarter 2025 – 30 June 2025

	2025 Approved Budget €	Current as of June 30, 2025	2025 Yr- end Projection €	2024 €
Individual membership fees	24,650	12,504	24,650	26,871
Affiliated Societies fees	45,000	43,665	45,000	42,248
Sponsorships & Web Advertising	3,500	2,500	3,500	0
Mentoring Programmes	1,200	0	0	1,338
Sale of Task Force Book	350	0	350	798
VAT Receivable	300	573	1,000	129
2025 Congress (Tours; Dinner)	3,000	18,928	34,600	---
2023 Congress Benefit to IALP				32,897
2024 Centennial Event Vienna				444
Civil Society Fund Grant				1,148
Membership Support		1,783	2,000	---

Fund				
TOTAL	78,000	79,953	111,100	105,873

5. Expenses – 2nd Quarter 2025 – 30 June 2025

	2025 Approved Budget €	Current as of June 30, 2025	2025 Yr-end Projection €	2024 €
Personnel (CEO & Membership Secretary)	42,700	20,978	43,750	46,842
EC & Board Meetings	30,000	2,576	30,000	29,666
WHO Activities	5,000	5,072	5,072	6,745
Karger	7,000	1,364	7,000	6,583
Bank & Credit Card Charges	1,600	557	1,100	1,650
Technology Subscriptions (Microsoft, Zoom, etc.) & Tech Support	1,100	964	1,300	721
Website Maintenance (& computer expenses)	1,000	238	500	449
Website Development (Phase II Membership)	5,000	0	5,000	0
Office Stationery & Postage	600	140	400	424

Accounting Report	4,000	2,780	4,000	3,761
Legal Fees	5,000	891	5,000	4,217
Hospitality	500	0	500	390
Marketing & Promotion (Outsourced to third party)	10,000	0	5,000	35,989 (2025 Congress)
Due Diligence & Registration	500	99	500	
Voting Platform 2025 Elections & Feb 2025 Extraordinary G.A.	650	698	1,400	
Garcia and Student Prizes	1,250	0	1,250	---
Membership Support Fund	2,000		2,000	---
Closure of Centennial Event	9,000	4,000	6,500	---
Malta 2025 Congress Site Visit & Promo Materials	---			6,500
Malta 2025 Congress (e.g., CEO expenses, gifts, social program)	3,000	18,208	38,000	
Total	131,050	58,523	163,402	148,954

6. Considerations for the 2025 IALP Budget:

- Potential Expense Reductions:

Virtual Board meetings in non-Congress years

Changes to publishing arrangement

- Potential Revenue Increases:

Nominal increase in Affiliated Societies Dues (see table below)

Advertising and Sponsorship income (now outsourced)

Affiliated Society # of Members	Affiliation Fee Current (Euro)	Affiliation Fee w/1% Increase	Affiliation Fee w/2.5% Increase	Affiliation Fee w/5% Increase
1 - 50	57	58	59	60
51 – 100	99	100	102	104
101 – 300	250	253	257	263
301 – 600	363	367	373	382
601 – 1,000	500	505	513	525
1,001 – 2,000	775	783	795	814
2,001 – 3,000	1,225	1,238	1,256	1,287
3,001 – 5,000	1,600	1,616	1,640	1,680
5,001 – 7,500	2,250	2,273	2,307	2,363
7,501 – 10,000	2,750	2,778	2,819	2,888
10,000 – 50,000	3,250	3,283	3,332	3,413
50,001 – 75,000	5,625	5,682	5,766	5,907
75,001 – 100,000	7,375	7,449	7,560	7,744
100,001 and above	8,500	8,585	8,713	8,925

7. Points to consider moving forward

- Money Market Account (USD), in the process of moving to a Malta investment firm (Euros).
- Grow Sponsorship & Advertising Revenue (outsourced to Keynote).
- Priorities resulting from Strategic Plan such as outreach to Low & Middle Resourced Countries (MSF).
- New Congress Bidding Model for 2031 and beyond.
- Explore Regional Conferences?

Appendix V
IALP General Assembly Tuesday, 26 August 2025

Report by Vice President for Membership and Partnerships

Kamini Gadhok MBE BSc Hons, Doctor of Civil Law (Honorary), Master of Science (Honorary), MRCSLT, Hon Companionship COP

IALP'S FOUR CORE STRATEGIES

STRATEGY 1: RESEARCH AND IMPLEMENTATION

Facilitate implementation and evidence-based practice by fostering and disseminating research and data that advances the science and practice in the field of human communication sciences and disorders.

STRATEGY 2: NETWORKING AND EDUCATIONAL PROGRAMMING

Support knowledge sharing and skill development by providing networking and educational programming among multidisciplinary professionals working in the field of human communication sciences and disorders.

STRATEGY 3: ADVOCATE AND PARTNER

Increase access to and quality of services in the field of human communication sciences and related disorders through awareness raising, influencing and partnerships.

STRATEGY 4: GROW AND SUSTAIN

Grow and sustain a vibrant and effective professional association that upholds the highest standards of governance and integrity in all that we do.

Strategy Three: Advocate and Partner

Advocate increased access to services for people in low- and middle-resourced countries

Strategy Four: Grow And Sustain

Increase the global diversity of membership.

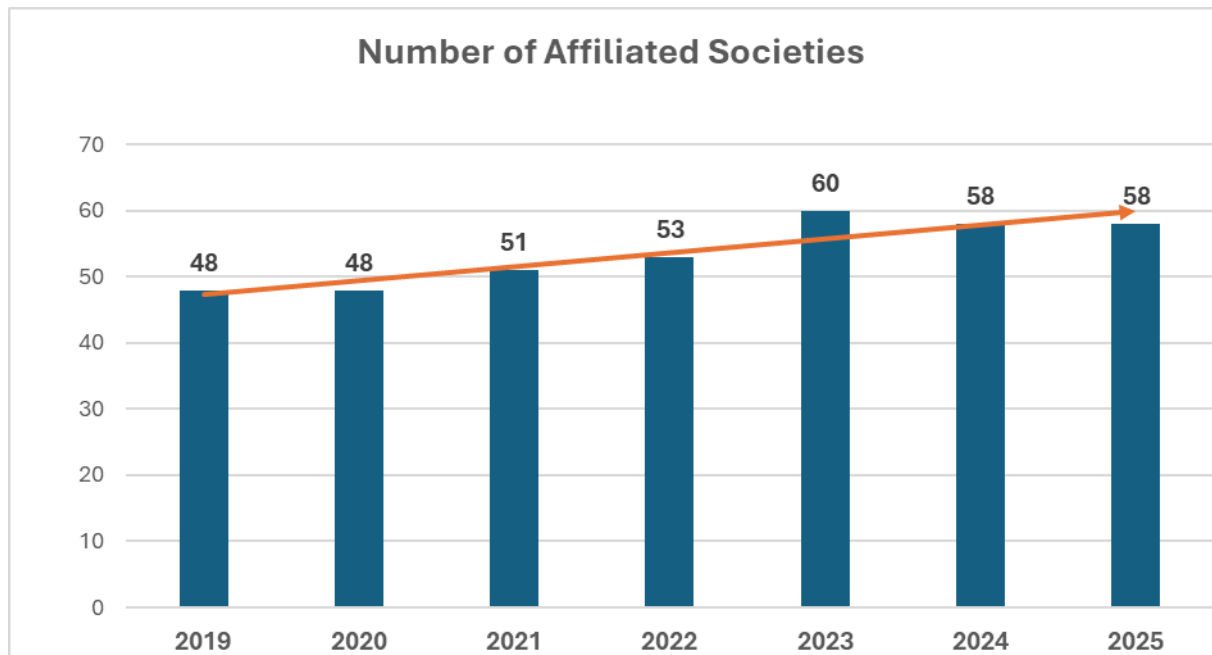
Increase member engagement in the work of IALP

Where are we now?

1. Direct contact:

- Meetings/contacts with potential organisations

- Presentations at conferences and events
2. Encouraged use of corporate presentations to promote IALP membership
 3. IALP webinar for Students- 24 February 2025
 4. Sliding scale for Individual Membership fees: 75% increase of individual membership numbers from low and mid-resourced countries (2022-24)
 5. 58 Affiliated Societies in 2025 Our Affiliated Societies are mostly professional associations that represent speech-language therapists, phoniatricians and audiologists. Through the Affiliated Societies, we are able to reach a total of 336,133 individuals, the majority are in North America,



Continent	Society Membership	
North America	230,000	68.4%
South America	1912	0.6%
Europe	63114	18.8%
Asia	27409	8.2%
Africa	1431	0.4%
Oceania	12267	3.6%

Total	336133	100.00%
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6. Individual Membership - IALP individual membership numbers stand at a total of 313 members.

Individual IALP Membership	
Membership type	Number
Current	113
Renewals	128
New members	29
Students	34
Past Presidents	9
Total 31 August 2025	313

7. Strategy Three: Advocate and Partner

Advocate increased access to services for people in low- and middle-resourced countries

Strategy Four: Grow And Sustain

Increase the global diversity of membership

Moving Forward

What are we doing to increase the global diversity of IALP membership?

1. Kamini Gadhok reported that she set up a working group, which includes representatives from Asia and Africa. The purpose of the working group is to identify how we can reach out to support the profession and professional bodies in low and middle resourced countries, including the Global South. Members of the working group have been refining a survey with feedback from the Executive Committee. The survey will be piloted before being sent out more widely.

2. Launch of the Membership Support Fund: - IALP has established the Membership Sponsorship Fund (MSF) to provide membership support for individuals and professional associations from low- and middle-resourced countries. The MSF was launched on 20 May 2025, and we are grateful to those IALP Members who have donated so far. Our ambition was to match the Euro 2,000 start up funds from IALP and, as this is our Centennial year, we asked colleagues to donate '100 Euros for 100 Years'. Centennial donors will be acknowledged at the 2025 Congress in Malta in August as part of our celebrations of the culmination of our Centennial year. We are delighted to announce that we have exceeded that target by raising just over Euro 2,000. The first call for applications will open on 15 September 2025.

3. Piloting regional conferences (Brazil 2026) – if successful this approach will be extended to other regions

8. Strategy 1: Research and Implementation

Increase access to evidence-based clinical practice guidelines, taking into account the differing needs of countries, communities and cultures.

Strategy three: Advocate and Partner

Increase access to and quality services in the field of human communication sciences and related disorders through awareness raising, influencing and partnerships.

Work programme with Affiliated Societies

- The IALP Clinical Guidelines Framework and Checklist- launched via 2 webinars in November 2024
- Workshop on Influencing and Advocacy in March 2025
- Promotion of IALP benefits e.g. webinars
- Feedback form on managing patients with eating and swallowing difficulties (small Affiliated Societies)
- Survey to identify future priorities – action plan

9. Strategy three: Advocate and Partner

- i. Strengthening partnerships and communication with national, regional, and local scientific and professional associations addressing human communication sciences and disorders. The aim to strengthen international collaborative working with organisations that we have a Memoranda of Understanding (MoU) with through our IALP Committees. Several MoU partnering organisations are presenting and/or exhibiting at the Congress.

Memoranda of Understanding (MOUs)

- Cochrane Rehabilitation
- Communication Therapy International (CTI)
- European Society for Swallowing Disorders (ESSD)
- European Speech and Language Association (ELSA)

- International Society of Audiology (ISA)
- International Dysphagia Diet Standardisation Initiative (IDDSI)
- International Society for Augmentative and Alternative Communication (ISAAC)
- Raising Awareness About Developmental Language Disorders (RADLD)
- Union of European Phoniaticians (UEP)
- World Federation of Neurological Rehabilitation (WFNR)

10. **Strategy three: Advocate and Partner**

Represent and advocate for the professions and the needs of people with communication and related disorders with international organizations such as UNESCO, UNICEF, UNCHR and WHO.

Partnership working - UNICEF and the charity Scientific, Technology and Language Institute (STLI)

A meeting was held in May 2025 with a charity working in Kyrgyzstan with the VP for Membership and Partnerships and the CEO of IALP to discuss the development of the speech and language therapy profession in Kyrgyzstan. A follow up meeting with government advocates and UNICEF has resulted in a request for an IALP representative to attend and support workshops in October 2025.

11. **Strategy three: Advocate and Partner**

Represent and advocate for the professions and the needs of people with communication and related disorders with international organizations such as UNESCO, UNICEF, UNCHR and WHO.

Partnership working with the World Health Organisation (WHO)

October 2024

IALP represented at **75th WHO Regional Committee for the Western Pacific**.

Delegates: Dr Ferdiliza Garcia (Philippines), Distinguished Prof Sharynne McLeod (Australia).

March – June 2025

- WHO invited IALP to **virtual brainstorming sessions** for the European Programme of Work – Affiliated Society reps invited to attend
- President attended meetings of **World Rehabilitation Alliance (WRA) External Relations Workstream**
- VP for Membership & Partnerships attended **WHO NSA–Rehabilitation Programme meeting**– discussed promoting WHO Rehabilitation Programme
- WHO **published video on voice difficulties** by Debra Phyland (IALP Voice Committee)
- WHO invited IALP to **recommend SLT expert** for consultation on birth defects

May–June 2025

- IALP President attended **World Health Assembly (WHA)** in Geneva. President also moderated WRA side event.

- IALP President continued attendance at **WRA External Relations Workstream**
- IALP representatives from Malawi & Zambia attended **WHO Southern Africa Sub-Regional Rehabilitation Meeting**
- VP for Membership & Partnerships attended **WHO European Strategy on Ageing Stakeholder Engagement** – raised workforce development needs
- VP for Membership & Partnerships & CEO met **PAHO/WHO Rehabilitation & Disability Advisor** – request to provide workforce data.

July–August 2025

- VP for Membership & Partnerships attended **WHO European Programme of Work briefing**
- Invitations to IALP for upcoming WHO regional meetings:
 - **AFRO Regional Committee** (25–29 Aug, Zambia) – Dr Muchinka Peele & Erika Bostock
 - **PAHO / WHO Americas Regional Committee** (29 Sep–3 Oct, Washington DC) – Dr Silvia Martinez
 - **Europe Regional Committee meeting** (October delegate tbc)
 - **Eastern Mediterranean Regional Committee** (October delegate tbc)
 - **Western Pacific Regional Committee** (20–24 Oct, Fiji) – Distinguished Prof Sharynne McLeod, Dr Suzanne Hopf, Holly McAlister

Dr Antony Duttine

- Technical lead (rehabilitation) – keynote speaker IALP Congress (27 August)

Appendix VI

Notes to Changes to By-Laws

Arlene A. Pietranton; IALP VP for Finance and Chair of the Bylaws Subcommittee

Background:

- Bylaws Subcommittee members are: Tamer Abou-Elsaad (Egypt), Philippe Paquier (Belgium), Arlene Pietranton, Chair (USA), Yvonne Wren (UK), and Vanessa Ebejer, CEO (Malta). The Subcommittee met via Zoom six times between October 2024 and February 2025.
- The Bylaws Subcommittee reviewed the bylaws of four related organization to help us identify any gaps in IALP's current Bylaws: American Speech-Language-Hearing Association; European Speech and Language Therapy Association; All Institute of Speech and Hearing (India); Union of European Phoniaticans – all of which are available in Subcommittee members' common language of English.
- The proposed changes to the Bylaws were reviewed and approved by the Executive Committee on April 1, 2025.
- Given that IALP is a registered legal entity and recognized as a voluntary organization in Malta, IALP's Legal Counsel has reviewed the proposed changes to assure that the resulting Bylaws are in compliance with Maltese law.

Almost all of the changes are related to the following:

- Structural changes now that IALP holds a General Assembly annually (no longer only in person and in conjunction with the triennial Congress) – that necessitates separating and reorganizing currently intertwined content such “Congress and General Assembly”, “Election and Voting Procedures” in the Bylaws and/or Regulations.
- Adding language to address the following (which are included in one or more of the other associations' bylaws the Subcommittee reviewed):
 - Article 10 (new): Terms of Office, Vacancies, Removal from Office. (Terms of Office is nominally addressed in Article 7.2 in the current IALP Bylaws; Vacancies and Removal from Office are not addressed in the current IALP Bylaws.)
 - Article 11 (new): Awards – to allow for the possible creation of a Distinguished Service Award.
 - Regulation IX.C. President's Voting Authority (which is not addressed in the current IALP Regulations).
- Some Executive Committee duties have been shifted among Officers for a more aligned and better distribution of duties. (These proposed changes have been discussed by and are supported by the Executive Committee.)
- Updated and expanded Appendices to the Bylaws to include:
 - Appendix 1: List of current Executive Committee members (as required by Maltese law)
 - Appendix 2: Name and address of IALP's Local Representative (as required by Maltese law)
 - Appendix 3: List of IALP's current Strategic Objectives
 - Appendix 4: IALP's Regulations
 - Appendix 5: List of IALP's current Procedural Documents and Guidelines