

sample of board resolution appointing officers

sample of board resolution appointing officers is a critical document in corporate governance that formalizes the appointment of key officers within a company. This document serves as an official record of the board's decision to designate individuals to positions such as president, secretary, treasurer, and other executive roles. Understanding the structure, content, and legal significance of a board resolution is essential for ensuring compliance with corporate bylaws and state regulations. This article provides a comprehensive guide on drafting an effective sample of board resolution appointing officers, highlighting essential components, format, and best practices. Additionally, it explores the legal implications and practical uses of such resolutions in maintaining transparent and accountable leadership within a corporation. The following sections will cover the definition and importance, key elements, sample templates, legal considerations, and tips for drafting a clear and enforceable resolution.

- Understanding Board Resolutions and Officer Appointments
- Key Elements of a Sample Board Resolution Appointing Officers
- Sample Templates of Board Resolution Appointing Officers
- Legal Considerations for Board Resolutions
- Best Practices for Drafting Board Resolutions

Understanding Board Resolutions and Officer Appointments

A board resolution is a formal document that records decisions made by a corporation's board of directors. When appointing officers, the board uses a resolution to officially confirm the selection of individuals for executive roles. This sample of board resolution appointing officers acts as an authoritative record that the board has complied with its governance procedures.

Officer appointments may include roles such as Chief Executive Officer (CEO), Chief Financial Officer (CFO), Secretary, Treasurer, and other designated positions. The resolution clarifies the authority granted to these officers and their responsibilities in managing the company's operations. It also helps prevent disputes by providing a transparent record of the appointment process.

Understanding the nature and purpose of these resolutions is essential for corporate compliance and operational clarity. This section outlines the fundamental aspects of board resolutions related to appointing officers, emphasizing their role in company governance.

Definition and Purpose of Board Resolutions

A board resolution is a written document that records decisions taken by the board of directors during meetings or by written consent. It serves as official evidence of the board's actions and intentions. Specifically, resolutions appointing officers validate the selection process and empower designated individuals to act on behalf of the company.

Such resolutions are legally binding and are often required by corporate bylaws, state laws, or regulatory authorities to demonstrate proper governance. They also guide company officers and employees by defining the scope of authority and duties conferred by the board.

Importance of Officer Appointments via Resolution

Appointing officers through a board resolution ensures transparency, accountability, and compliance with corporate governance standards. It prevents unauthorized appointments and provides a clear chain of command within the organization. Additionally, these resolutions are critical during audits, legal proceedings, or when dealing with financial institutions and regulatory bodies.

Key Elements of a Sample Board Resolution Appointing Officers

A well-drafted sample of board resolution appointing officers contains specific elements to ensure clarity and legal validity. Each component plays a role in documenting the appointment process and the authority granted to the officers. Understanding these elements is fundamental to preparing an effective resolution.

Title and Date

The resolution should begin with a clear title indicating its purpose, such as "Board Resolution Appointing Officers." The date of the resolution is crucial as it establishes the official timing of the appointments and any related actions.

Recitals or Preamble

This section provides context for the resolution, including references to relevant corporate bylaws, previous resolutions, or circumstances prompting the officer appointments. It often begins with phrases like "Whereas" to explain the reasons behind the decision.

Resolution Statement

The core of the document, this statement formally declares the appointment of specific individuals to designated positions. It should clearly state the names of the appointees, their titles, and the effective date of their appointments.

Authority and Powers Granted

The resolution typically outlines the powers and responsibilities assigned to the officers. This may include signing contracts, managing financial accounts, hiring employees, or other duties necessary for corporate operations.

Signatures and Attestation

For validation, the resolution must be signed by the chairperson or the corporate secretary and may include the signatures of the appointed officers. This section ensures that the document is legally binding and properly recorded in the company's official records.

Sample List of Key Elements

- Title of the Resolution
- Date of Adoption
- Recitals or Background
- Appointment of Officers by Name and Title
- Effective Date of Appointment
- Scope of Authority Granted
- Signatures of Board Members and Officers

Sample Templates of Board Resolution Appointing Officers

Providing a practical example, this section includes templates illustrating various formats of a sample of board resolution appointing officers. These templates can be adapted for different corporate structures and specific needs.

Basic Sample Board Resolution Template

This template demonstrates a straightforward approach to appointing officers, suitable for small to medium-sized corporations.

Example:

"Resolved, that the following individuals are hereby appointed as officers of the corporation, to serve in their respective capacities until their successors are duly elected and qualified:

- John Doe as President
- Jane Smith as Secretary
- Robert Brown as Treasurer

Effective immediately, these officers have the authority to perform all duties associated with their positions.”

Detailed Sample Resolution with Authority Clauses

This version includes explicit statements about the powers and responsibilities delegated to each officer to provide clarity and legal protection.

Example:

“Be it resolved that the Board of Directors hereby appoints the following officers:

- Emily Johnson as Chief Executive Officer, authorized to manage daily operations and execute contracts on behalf of the corporation.
- Michael Lee as Chief Financial Officer, empowered to oversee financial management, banking transactions, and budgeting.
- Sarah Davis as Corporate Secretary, responsible for maintaining corporate records and minutes of meetings.

These appointments are effective as of [Date] and shall remain in force until amended or rescinded by the Board.”

Sample Resolution for Officers’ Appointment with Term Limits

Some corporations require terms for officer appointments. This template incorporates term duration and renewal options.

Example:

“Resolved, that the Board of Directors appoints the following officers for a term of one year, commencing on [Start Date] and ending on [End Date]:

- Anna Martinez as President
- David Wilson as Treasurer
- Laura Kim as Secretary

These appointments may be renewed annually upon approval of the Board.”

Legal Considerations for Board Resolutions

Understanding the legal framework surrounding board resolutions appointing officers is crucial to ensure compliance and enforceability. This section highlights key legal aspects that corporations must consider when drafting and adopting such resolutions.

Compliance with Corporate Bylaws

Corporate bylaws often specify procedures for appointing officers, including who has authority to make appointments and how votes are conducted. The sample of board resolution appointing officers must align with these internal rules to be valid.

State Law Requirements

State statutes governing corporations may impose additional requirements, such as filing resolutions with state agencies or maintaining records for a specified period. Ensuring that the resolution complies with relevant state laws prevents legal challenges.

Record-Keeping and Documentation

Proper documentation of board resolutions is essential for audit trails, regulatory inspections, and legal defenses. Companies should maintain signed copies of resolutions in corporate minute books or electronic records.

Role of Consent and Quorum

Resolutions must be adopted during duly convened board meetings or through unanimous written consent. The presence of a quorum and proper voting procedures are necessary to legitimize the appointment.

Best Practices for Drafting Board Resolutions

Applying best practices when drafting a sample of board resolution appointing officers ensures clarity, legal sufficiency, and ease of implementation. This section outlines recommended strategies for creating effective resolutions.

Use Clear and Concise Language

Legal and corporate documents should avoid ambiguity. Using precise terms and straightforward phrasing helps prevent misunderstandings about the officers' roles and authority.

Include All Relevant Details

Completeness is key. The resolution should specify names, titles, effective dates, and scope of authority. Omitting critical information may result in disputes or operational delays.

Follow Corporate Governance Procedures

Adhering to bylaws and legal requirements during the drafting and adoption process strengthens the resolution's validity. This includes proper notice of meetings, quorum confirmation, and accurate recording of votes.

Maintain Professional Formatting

Consistent formatting enhances readability and professionalism. Using headings, bullet points, and structured paragraphs facilitates quick reference and comprehension.

Sample List of Best Practices

- Draft resolutions with unambiguous language
- Include full names and positions of appointees
- Reference applicable bylaws and laws
- Document the effective date of appointments
- Ensure signatures and attestations are obtained
- Keep organized and accessible records

Frequently Asked Questions

What is a board resolution for appointing officers?

A board resolution for appointing officers is an official document passed by a company's board of directors that authorizes the appointment of individuals to key officer positions such as CEO, CFO, Secretary, etc. It serves as a formal record of the decision.

What should be included in a sample board resolution appointing officers?

A sample board resolution appointing officers should include the date of the meeting, the names of

the officers being appointed, their respective positions, the authority granted to them, and the signatures of the board members or chairperson.

Is a board resolution mandatory for appointing officers in a company?

Yes, in most jurisdictions, a board resolution is mandatory for appointing officers as it legally documents the appointment and grants the necessary authority to the officers to act on behalf of the company.

Can a sample board resolution be customized for different officer positions?

Yes, a sample board resolution can and should be customized to specify the exact positions being appointed, the names of the individuals, and any special powers or responsibilities assigned to each officer.

Where can I find a reliable sample of board resolution appointing officers?

Reliable samples of board resolutions appointing officers can be found on legal websites, corporate governance resources, government business portals, or through consultation with a corporate lawyer or company secretary.

How is a board resolution appointing officers typically formatted?

A typical format includes a heading, a preamble stating the meeting details, the resolution text specifying the appointment and authority of officers, and the signatures of the chairperson and board members, often with the company seal.

Additional Resources

1. Corporate Resolutions: A Practical Guide to Board Decisions

This book offers a comprehensive overview of drafting and implementing board resolutions, including sample templates for appointing officers. It guides corporate secretaries and board members through legal requirements and best practices. Readers will find clear explanations on the structure and wording of effective resolutions to ensure compliance and clarity.

2. Boardroom Procedures and Governance: Sample Resolutions and Templates

Focused on corporate governance, this book provides a collection of sample board resolutions addressing various corporate actions, with a special emphasis on officer appointments. It assists board members in understanding procedural norms and the importance of documenting decisions properly. Practical examples help streamline the resolution drafting process.

3. The Secretary's Handbook: Drafting Board Resolutions and Minutes

Designed for corporate secretaries, this handbook details the process of preparing board resolutions,

including appointing officers and other key corporate decisions. It includes sample language and formatting tips to ensure minutes and resolutions are professionally prepared. The book emphasizes accuracy and legal compliance.

4. Corporate Governance and Board Resolutions: Templates for Effective Decision-Making

This resource explores the role of board resolutions in sound corporate governance, providing sample documents for appointing officers and other critical decisions. It explains the legal framework and strategic considerations behind board resolutions. The book is ideal for directors and legal advisors involved in governance.

5. Model Board Resolutions for Corporate Officers Appointment

A focused guide presenting model resolutions specifically for the appointment and removal of corporate officers. It offers step-by-step instructions and customizable templates to suit various corporate structures and jurisdictions. This book is useful for companies seeking standardized and legally sound resolution formats.

6. Essential Corporate Documentation: Sample Board Resolutions and Policies

Covering a broad spectrum of corporate documents, this book highlights sample board resolutions including those for appointing officers. It provides insights into drafting effective governance documents that support transparency and accountability. The resource is valuable for corporate lawyers, secretaries, and executives.

7. Legal Aspects of Board Resolutions: Appointment of Officers and Beyond

This book discusses the legal considerations involved in board resolutions, with a focus on appointing officers within different corporate environments. It addresses compliance issues, statutory requirements, and potential pitfalls. Readers gain a thorough understanding of how to craft legally sound resolutions.

8. Board Resolutions Made Easy: Templates and Explanations for Corporate Actions

Offering simplified templates and explanations, this guide makes the process of drafting board resolutions approachable for non-lawyers. It includes examples related to the appointment of officers, helping readers understand the purpose and format of each resolution. The book is a practical tool for small businesses and startups.

9. Corporate Secretary's Guide to Board Resolutions and Officer Appointments

This guidebook is tailored for corporate secretaries managing board documentation, focusing on resolutions that appoint officers and define their roles. It combines legal guidance with practical tips on record-keeping and resolution presentation. The book supports effective governance and administrative efficiency.

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Sample of Board Resolutions Appointing Officers: Your Essential Guide to Corporate Governance

Are you struggling with the complexities of appointing officers within your organization? Is the process of drafting legally sound and effective board resolutions leaving you feeling overwhelmed and unsure? Incorrectly worded resolutions can lead to legal challenges, operational inefficiencies, and reputational damage. Don't let unclear documentation jeopardize your company's success.

This comprehensive guide provides you with ready-to-use sample board resolutions for appointing various corporate officers, ensuring compliance and clarity in your corporate governance. Avoid costly legal mistakes and streamline your processes with our practical templates and expert advice.

This ebook, "Sample Board Resolutions: Appointing Corporate Officers," by [Your Name/Company Name], offers:

Introduction: Understanding the Importance of Well-Drafted Resolutions

Chapter 1: Appointing a Chief Executive Officer (CEO)

Chapter 2: Appointing a Chief Financial Officer (CFO)

Chapter 3: Appointing a Chief Operating Officer (COO)

Chapter 4: Appointing a Secretary

Chapter 5: Appointing other Key Officers (e.g., General Counsel, Treasurer)

Chapter 6: Resolutions for Removing or Replacing Officers

Chapter 7: Best Practices for Board Resolution Drafting and Record Keeping

Conclusion: Maintaining Effective Corporate Governance

Sample Board Resolutions: Appointing Corporate Officers - A Comprehensive Guide

Introduction: The Importance of Well-Drafted Board Resolutions

Board resolutions are the official record of decisions made by a company's board of directors. They hold significant legal weight, demonstrating the board's authority and consent regarding crucial organizational matters. When it comes to appointing officers, meticulous and precise resolutions are paramount. A poorly drafted resolution can invalidate an appointment, leading to operational disruptions, legal disputes, and reputational damage. This document aims to provide clear, concise, and legally sound examples of board resolutions for appointing various corporate officers, ensuring compliance and clarity in your corporate governance practices. Understanding the legal ramifications and best practices surrounding these resolutions is crucial for any organization's long-term stability and success.

Chapter 1: Appointing a Chief Executive Officer (CEO)

The CEO is the highest-ranking executive in a company and holds ultimate responsibility for its overall performance. The board resolution appointing a CEO needs to be unambiguous and clearly state the individual's title, responsibilities, compensation, and term of office. A sample resolution might read:

RESOLVED, that [Name of Individual] be and hereby is appointed as Chief Executive Officer of [Company Name], effective [Date], with a term of office expiring [Date]; and

FURTHER RESOLVED, that the compensation of the Chief Executive Officer shall be [Compensation Details], subject to review as per the company's compensation policy; and

FURTHER RESOLVED, that the Chief Executive Officer shall have the authority and responsibilities as outlined in the Company's bylaws and employment agreement.

This structure emphasizes clarity and ensures all essential elements are included. It leaves no room for misinterpretation, mitigating potential future disputes.

Chapter 2: Appointing a Chief Financial Officer (CFO)

The CFO manages the financial aspects of the organization. Their appointment resolution should specify their responsibilities, reporting structure, and compensation. This should mirror the CEO appointment but with specific focus on financial oversight. A sample resolution:

RESOLVED, that [Name of Individual] be and hereby is appointed as Chief Financial Officer of [Company Name], effective [Date], reporting directly to the Chief Executive Officer; and

FURTHER RESOLVED, that the responsibilities of the Chief Financial Officer shall include, but not be limited to, [List Key Responsibilities: Financial reporting, budgeting, financial planning, etc.]; and

FURTHER RESOLVED, that the compensation of the Chief Financial Officer shall be [Compensation Details].

Chapter 3: Appointing a Chief Operating Officer (COO)

The COO is responsible for the day-to-day operations of the business. The appointment resolution should define their scope of responsibility, ensuring it doesn't overlap or conflict with other officers' roles. This might include:

RESOLVED, that [Name of Individual] be and hereby is appointed as Chief Operating Officer of [Company Name], effective [Date], reporting directly to the Chief Executive Officer; and

FURTHER RESOLVED, that the Chief Operating Officer shall be responsible for the overall management and direction of the company's operations, excluding [Specify exclusions, if any]; and

FURTHER RESOLVED, that the compensation of the Chief Operating Officer shall be [Compensation Details].

Chapter 4: Appointing a Secretary

The corporate secretary plays a crucial role in maintaining the company's legal compliance. The resolution should clearly state their duties and reporting structure. For instance:

RESOLVED, that [Name of Individual] be and hereby is appointed as Secretary of [Company Name], effective [Date], reporting directly to the Board of Directors; and

FURTHER RESOLVED, that the Secretary shall be responsible for maintaining the corporate records, ensuring compliance with all applicable laws and regulations, and performing other duties as assigned by the Board; and

FURTHER RESOLVED, that the compensation of the Secretary shall be [Compensation Details].

Chapter 5: Appointing Other Key Officers

This chapter extends the process to other key officers, such as the General Counsel or Treasurer. Each appointment should follow a similar format, with specific responsibilities detailed for each role. For example, a resolution appointing a General Counsel might include details regarding legal advice provision, contract review and litigation management.

Chapter 6: Resolutions for Removing or Replacing Officers

This section provides sample resolutions for removing or replacing officers. These resolutions should clearly state the reasons for removal (if applicable), the effective date of termination, and any relevant compensation or severance agreements.

Chapter 7: Best Practices for Board Resolution Drafting and Record Keeping

This chapter emphasizes the importance of proper drafting techniques:

Clarity and Precision: Use clear, unambiguous language. Avoid jargon or ambiguous terms.

Specificity: Clearly define the officer's title, responsibilities, and term.

Legal Compliance: Ensure the resolution complies with all relevant laws and regulations.

Proper Record Keeping: Maintain a comprehensive record of all board resolutions, including date, attendees, and a signed copy of the resolution.

Conclusion: Maintaining Effective Corporate Governance

Well-drafted board resolutions are fundamental to effective corporate governance. They establish clear lines of authority, responsibility, and accountability within the organization, minimizing risks and promoting efficiency. This guide provides a solid foundation for drafting and maintaining legally sound and effective board resolutions, contributing to a robust and compliant corporate structure.

FAQs

1. What happens if a board resolution appointing an officer is incorrectly drafted? An incorrectly drafted resolution can render the appointment invalid, leading to legal challenges and operational disruptions.
2. Can a board resolution be amended after it's been passed? Yes, but this requires another board resolution to officially amend the previous one.
3. Who should sign a board resolution? Typically, the Chair of the Board and the Corporate Secretary.
4. Where should board resolutions be stored? In a secure, easily accessible location, ideally a dedicated corporate records management system.
5. Are there any specific legal requirements for board resolutions? Requirements vary by jurisdiction but generally involve clarity, proper record-keeping, and adherence to corporate bylaws.
6. What if an officer resigns before their term expires? A new resolution is needed to either accept the resignation or appoint a replacement.
7. Can a board resolution appoint an officer for a specific project only? Yes, this can be specified in the resolution.
8. What if there is a disagreement among board members regarding an officer's appointment? The

matter should be discussed and resolved through the established board processes, potentially leading to a vote.

9. Do I need legal advice when drafting board resolutions? It is highly advisable, especially for complex appointments or situations.

Related Articles

1. Understanding Corporate Bylaws and Their Impact on Officer Appointments: Explores the relationship between a company's bylaws and the process of appointing officers.
2. Liability of Corporate Officers: A Comprehensive Guide: Discusses the legal responsibilities and potential liabilities associated with various corporate officer positions.
3. Effective Board Meeting Management: Best Practices for Efficiency and Compliance: Offers advice on conducting effective and compliant board meetings.
4. The Role of the Corporate Secretary in Maintaining Corporate Compliance: Details the vital role of the corporate secretary in ensuring legal compliance.
5. Compensation and Benefits for Corporate Officers: A Practical Guide: Provides information on setting appropriate compensation for corporate officers.
6. Conflict of Interest Policies for Board Members and Officers: Explores strategies for managing conflicts of interest within corporate governance.
7. Succession Planning for Key Corporate Officers: Discusses strategies for smooth transitions in leadership.
8. Best Practices for Corporate Governance in Small and Medium-Sized Enterprises (SMEs): Tailored guidance for smaller companies.
9. Legal Considerations for Appointing Independent Directors to a Board: Focuses on the unique aspects of appointing independent directors.

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American Bar Association. House of Delegates, Center for Professional Responsibility (American Bar Association), 2007 The Model Rules of Professional Conduct provides an up-to-date resource for information on legal ethics. Federal, state and local courts in all jurisdictions look to the Rules for guidance in solving lawyer malpractice cases, disciplinary actions, disqualification issues, sanctions questions and much more. In this volume, black-letter Rules of Professional Conduct are followed by numbered Comments that explain each Rule's purpose and provide suggestions for its practical application. The Rules will help you identify proper conduct in a variety of given situations, review those instances where discretionary action is possible, and define the nature of the relationship between you and your clients, colleagues and the courts.

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including a newly-added cases and related exercises addressing the primacy of the operating agreement in LLC governance and LCC dissolution standards New cases and exercises in Chapter 9 highlighting the new universal test for demand futility under Rule 23.1 (the Zuckerberg case) and the continued evolution of Delaware's Caremark corporate monitoring and oversight doctrine A newly-added Delaware Supreme Court case in Chapter 10 in which shareholders of AmerisourceBergen--one of the world's leading wholesale distributors of opioid painkillers--sought to exercise their inspection rights under DGCL Section 200 to investigate whether the firm had engaged in wrongdoing in connection with the distribution of opioids A newly-added case in Chapter 7 addressing preferred stock attributes and the relationship between common stock and preferred stock. Additional and expanded references to Model Business Corporation Act (MBCA) standards across Chapters 8, 9, and 10 Updated coverage of the proxy system and proxy regulation, securities offering rules and regs, and developments in insider trading law New and/or updated cases and spotlight sections that address a variety of timely issues, including unicorns (start-up businesses with a valuation of at least \$1 billion), so-called shadow trading, claims involving opioid manufacturers, and corporate governance matters involving #MeToo claims. Professors and students will benefit from: Features that engage students in applying theory to practice, such as Real Life Applications, Application Exercises, and Applying the Concepts. Experiential exercises on drafting documents and preparing appropriate filings. An overview in Chapter One of the various forms of business organization and their key attributes, advantages, and disadvantages. An emphasis on contemporary principal cases and issues that resonate with today's students and fuel class discussion. Clear exposition of legal principles, so students can absorb assigned reading on their own, and professors don't have to explain it from the lectern in class. Attention to legal ethics and rules of professional responsibility that commonly arise in the representation of business entities.

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conflicting interest transactions, the corporate opportunity doctrine, and the MBCA's universal demand rule for derivative actions. A new case in Chapter 3 addressing duties of loyalty and candor in the partnership context that invokes the *Meinhard v. Salmon* standard in a manner that is more accessible to students. Updated coverage of the proxy system and proxy regulation, securities offering rules and regs, and developments in insider trading law. New cases and "spotlight" sections that address a variety of timely issues, including "unicorns" (start-up businesses with a valuation of at least \$1 billion), claims involving opioid manufacturers, and corporate governance matters involving #MeToo claims. Professors and students will benefit from: Features that engage students in applying theory to practice, such as Real-Life Applications, Application Exercises, and Applying the Concepts. Experiential exercises on drafting documents and preparing appropriate filings. An overview in Chapter One of the various forms of business organization and their key attributes, advantages, and disadvantages. An emphasis on contemporary principal cases and issues that resonate with today's students and fuel class discussion. Clear exposition of legal principles means students can absorb assigned reading on their own, and professors don't have to explain it from the lectern in class. Attention to attorney ethical issue and rules that commonly arise in the representation of business entities. The online ascii art generator can convert text to multiline text boxes. Try it now.

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legacy of service, honor, and patriotism that transcends generations. Answering the call to serve is to join the long line of selfless patriots who make up the Profession of Arms. This profession does not belong solely to the United States. It stretches across borders and time to encompass a culture of service, expertise, and, in most cases, patriotism. Today, the Nation's young men and women voluntarily take an oath to support and defend the Constitution of the United States and fall into formation with other proud and determined individuals who have answered the call to defend freedom. This splendid legacy, forged in crisis and enriched during times of peace, is deeply rooted in a time-tested warrior ethos. It is inspired by the notion of contributing to something larger, deeper, and more profound than one's own self. Notice: This is a printed Paperback version of the The Noncommissioned Officer and Petty Officer BACKBONE of the Armed Forces. Full version, All Chapters included. This publication is available (Electronic version) in the official website of the National Defense University (NDU). This document is properly formatted and printed as a perfect sized copy 6x9.

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produced by a presidential commission established by Lyndon Johnson, chaired by former Illinois governor Otto Kerner, and provides a riveting account of the riots that shook 1960s America. The commission pointed to the polarization of American society, white racism, economic inopportunity, and other factors, arguing that only a compassionate, massive, and sustained effort could reverse the troubling reality of a racially divided, separate, and unequal society. Conservatives criticized the report as a justification of lawless violence while leftist radicals complained that Kerner didn't go far enough. But for most Americans, this report was an eye-opening account of what was wrong in race relations. Drawing together decades of scholarship showing the widespread and ingrained nature of racism, The Kerner Report provided an important set of arguments about what the nation needs to do to achieve racial justice, one that is familiar in today's climate. Presented here with an introduction by historian Julian Zelizer, The Kerner Report deserves renewed attention in America's continuing struggle to achieve true parity in race relations, income, employment, education, and other critical areas.

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