**CAETS Strategic Plan Development – Background Information**

Preliminary Schedule:

* Identify and task a small group to draft a 5-year strategic plan (2020-2025) with annual milestones and targets – July - December 2019
* Review and iterate by the full Board: January—March 2020
* Post for Council review and comment: April 2020
* Refine and finalize: May 2020
* Post final plan with 2020 Council Meeting Materials by 31 May 2020 for adoption by Council during June meeting in Seoul

Consideration:

In accordance with Article 9 (Amendments) of the CAETS Bylaws, “Proposed amendments shall be provided to all member academies through the Secretary/Treasurer at least 90 calendar days before the Council meeting at which they are to be considered.” If any changes to the Bylaws (e.g. Objectives, Board terms) are to be proposed, those amendments must be disseminated to all Member Academies by mid-March.

Strategy Development Working Group:

Tuula Teeri, IVA   
Oh-Kyong Kwon, NAEK

Hugh Bradlow, Australia

Sanak Mishra, INAE

David Thomlinson, RAEng

Friedrich Wu, CAE

Ruth David, Secretariat (support)

Plan Structure:

1. Organize CAETS to develop and implement strategic plan.
2. Strategy to expand CAETS Membership
3. Strategy to attain CAETS Objectives
4. **Organize CAETS to develop and implement strategic plan.** 
   1. During the June 2019 Board Meeting, discussion focused on better positioning the CAETS Board to oversee implementation of a strategic plan; discussion included extension of Board Member terms to provide more continuity. It was noted that the CAETS President as well as the President-Elect are consumed by planning and implementation of the CAETS Annual Meetings.
   2. Relevant Bylaws – Article 3 – Board of Directors.
      1. Section 1. Functions: Subject to the provisions of the Articles of Incorporation and these bylaws, the Board of Directors shall be responsible for executing the policies and actions approved by the Council. The Board shall have paramount authority with respect to the funds of CAETS, and the power to adopt the annual budget of the Council.
      2. Section 2. Composition: The Board of Directors shall consist of the four officers and eight additional members.
      3. Section 3. Officers: The President shall be the chief elected officer of the corporation and preside at meetings of the Council and of the Board of Directors. The President-elect, in the absence of the President, shall preside at meetings of the Council and of the Board. The Secretary/Treasurer shall provide the administration and other support necessary for assuring the continuity and effectiveness of Council and Board policies and programs. The Past-President shall be that person who has immediately preceded the current incumbent as president.
      4. Section 4. Terms: The terms of office for the officers of the Board, with the exception of the Secretary/Treasurer, shall be one year beginning January 1. The terms of office for the additional members of the Board shall be two years beginning January 1. The Council shall set the term of the Secretary/Treasurer.
      5. Section 5. Selection: Based on Council-approved Rotation Schedule.

Options for consideration include:

1. Extend non-officer Board Member tenure for more continuity:
   1. Add one additional non-officer Board Member and extend the terms to 3 years (3 individuals would rotate on/off each year).
   2. Extend the terms of non-officer Board Members to 4 years (2 individuals would rotate on/off each year.
2. Establish leadership position for CAETS Strategy:
   1. Continue the practice of having the CAETS President preside over both the Board and the Council Meetings, but have the Board elect a Vice Chair for Strategy to serve a 2- or 3-year term. This position could be filled via a special nomination process (i.e. a separate call for nominations vs. following the Rotation Schedule) and perhaps not subject to the same term limitations.
   2. Continue the practice of having the CAETS President preside over the Council meeting, but have the Board elect a non-officer Chair and Vice Chair to serve 2- or 3-year terms, with the Vice Chair succeeding the Chair when possible. Designate the Vice Chair as lead for Strategy. (Note: Having a non-executive Board Chair is common practice in the US.)
   3. Establish a Standing Committee for CAETS Strategy; Chair and Members to be appointed by Board to serve 3-4 year terms.
3. **Strategy to expand CAETS Membership**
   1. Election of the Royal Society Te Aparangi in 2019 established a precedent that a candidate organization need not be an independent Academy of Engineering or Engineering Sciences. This may afford additional opportunities to recruit other multi-disciplinary academies. The Criteria for Membership should be scrutinized to ensure clarity to both prospective members and Visiting Committee members performing due diligence.
   2. Relevant Bylaws: Article 2 – Council Membership
      1. Section 3. Criteria for Membership. A member of CAETS shall:
         1. Be representative of the engineering and technological community of that country;
         2. Subscribe to the nonpolitical, non-governmental international character of the Council;
         3. Have a peer elected membership with criteria for election based on significant personal contributions to engineering, technological sciences, or related activities;
         4. Be governed by its elected membership;
         5. Be engaged in significant activities demonstrating that its objectives are compatible with the objectives of the CAETS; and
         6. Have sufficient financial support to pay the costs of CAETS membership and the costs of participation in CAETS activities.

Observations/Questions include:

Are these criteria sufficiently clear without being over prescriptive?

Should we explicitly call out multidisciplinary academies with some guidelines?

Do all existing CAETS members still satisfy these criteria (i.e. what happens when conditions change for existing members? (e.g. financially, activity level, government association)

Should we engage multi-national academies? (e.g. ASEAN Academy of Engineering and Technology)

* 1. Reserve Fund Contribution and Dues Schedule
     1. Per CAETS Bylaws, the Council is responsible for establishing the initial contribution and the annual dues. The tiered structure was initially established with 3 levels (1K, 3K, 6K), with the expectation that academies would eventually move from 1K to 3K as the norm, but this has not happened. An intermediate level (2K) was added to encourage movement, but that has had limited impact. Additionally, dues payments by individual countries appear uncorrelated with relevant national statistics (e.g. GDP, High Tech Exports)

Questions include:

Should CAETS establish a transparent policy and process for both setting dues initially and periodically revisiting dues payments?

* 1. Current approaches to identification and engagement of prospective CAETS members are ad hoc and episodic.

Questions include:

How might we more effectively leverage Annual Meetings to engage prospective members?

How might we more effectively use the website?

How might we more effectively leverage the networks of other organizations (e.g. IAP)?

What are the expectations of the Secretariat? CAETS Board?

1. **Strategy to attain CAETS Objectives**
   1. CAETS Objectives (Bylaws Article 1.)
2. Provide an independent nonpolitical and non-governmental international organization of engineering and technological sciences academies, prepared to advise governments and international organizations on technical and policy issues related to its areas of expertise;
3. Contribute to the strengthening of engineering and technological activities in order to promote sustainable economic growth and social welfare throughout the world;
4. Foster a balanced understanding of the applications of engineering and technology by the public;
5. Provide an international forum for discussion and communication of engineering and technological issues of common concern;
6. Foster cooperative international engineering and technological efforts through meaningful contacts for development of programs of bilateral and multilateral interest;
7. Encourage improvement of engineering education and practice internationally;
8. Foster establishment of additional engineering academies in countries where none exist; and
9. Undertake other projects, programs, and activities not inconsistent with section 501 (c)(3) of the Internal Revenue Code and any applicable law of the District of Columbia.

Observations/Questions include:

Are these the right objectives?

How would we “grade” CAETS in each area? (strategies? Measures?)

How might we leverage discussion groups/committee activities?

How might we leverage individual academy activities?

Roadmap for “Engineering a Better World”?