





applications from New Zealand, Nigeria and Serbia. She also noted that a question had arisen during a pre-audit review of the CAETS financials by the NAE Director of Finance regarding the variation between dues payable and dues received from some member academies.

b. **Action:** Dues Collection Variations

The Treasurer noted that CAETS Revenue Budgets are established annually equal to the total dues payable, but that dues received typically fall short of this amount. Shortages may be attributed to banking fees at the origin and/or intermediary banks, or to currency fluctuations. [No fees are incurred on incoming wire transfers by the CAETS account with Bank of America.] It was also noted that a smaller number of payments received actually exceed the payable amount, likely due to currency fluctuations. Two options were presented: 1) Status quo: Continue to “write-off” shortfalls and absorb excess payments; or 2) Establish a business process to note both shortfalls and excess payments on Dues Paid Receipts, and to adjust the payment due the following year either upward or downward by the amount of the variation. The Board voted to implement option 2; the new process will be documented as an update to CAETS Operating Procedures and implemented beginning with the 2021 dues cycle.

c. Information: 2020 Financial Status

A spreadsheet was provided showing the year-to-date financial status as well as the estimate at completion. The Treasurer noted that Operating Expenses will be well below budget for the year due to the lack of travel, and also that no Reserve Expenses had been incurred since the Visiting Committee meeting for the Irish Academy of Engineering membership application was hosted by IAE via ZOOM.

d. **Action:** Approval of 2021 Operating Budget

The Treasurer noted that 2021 Operating Expenses budgeted fell short of the budgeted Receipts from dues and that excess funds would add to CAETS Reserves. The 2021 Operating Budget was approved as presented.

e. Information: 2021 Rotation Schedule

The 2021 Rotation Schedule was provided for information. It was noted that Denmark opted to defer their Board nominee for the 2021-2022 term and that Switzerland had provided a nomination for that slot. It also was noted that annual meeting hosts had been confirmed for 2023 (Croatia) and 2024 (Finland).

#### 4. Discussion: CAETS Strategic Plan

A discussion draft of the CAETS Strategic Plan was distributed to Board Members in advance of the meeting, with feedback compiled for consideration. During the meeting Tuula Teeri provided a summary of the work to date, which had focused on structuring



CAETS to more effectively execute its plan and achieve CAETS objectives, with lesser emphasis on strategies for membership development. The Board largely endorsed the proposed changes to CAETS Objectives, while recognizing that acceptance would require a change to CAETS Bylaws and full Council approval. Several options for structuring CAETS to more effectively achieve its objectives were discussed, focusing largely on ensuring that committees/working groups are based on strong mutual interests to improve ownership, commitment, engagement and leverage. The need for committed leadership with a multi-year tenure as well as options for Board engagement in driving execution of CAETS strategy were also discussed. A final point of discussion included the need for clear assignment of responsibility for communicating outcomes from working groups/committees. The Board agreed that the presentation to the Council should summarize the key issues and focus on next steps over the coming months which would lay the groundwork for any proposed changes to CAETS Bylaws in 2021.

## 5. Discussion: Communications Committee Proposal

Hugh Bradlow presented a proposal to establish a CAETS Technology Communications Prize with the dual aim of 1) inspiring students to follow careers in engineering and technological sciences, and 2) to educate the general public on the impact that engineering and technological sciences have in their lives and future. Two prize categories would be established: Engineering Success Stories and High Potential Innovations. An annual process for nominations and judging criteria was defined, culminating in announcement of the winning videos during the CAETS annual meetings. After discussion, the Board endorsed the proposal for presentation to the Council.

## 6. Discussion: Conduct of Committees/Working Groups

A draft operating procedure for CAETS working groups/committees was provided to the Board in advance of the meeting. The discussion of this topic was brief as the issues raised will be subsumed into further work on the CAETS strategic plan.

## 7. New Business

### a. Cyber Threat to Nuclear Weapons Systems                      Gosta Lemne

Gosta Lemne, IVA described a proposed working group on Cyber Threats to Nuclear Weapons Systems, to be led by IVA. After discussion, it was agreed that the activity would not be sanctioned by CAETS but that the IVA team could seek the participation of individuals identified via the CAETS member network. The group's work will not be attributed to CAETS.

There was no additional new business.

## 8. The meeting was adjourned by President Kwon.