



CAETS
International Council of
Academies of Engineering
& Technological Sciences

Operating Guidelines

*CAETS Operating Guidelines span activities that
include both strategy implementation
and business operations.*

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1) Annual Meeting Host

Relevant Governance (Bylaws)

Article 2 – Council Membership; Section 2. Functions

- e) Approve the general concept and outline of CAETS convocations, symposia, projects, and endorsed activities.

The member academy providing the CAETS President for the year normally hosts the Convocation/Symposium¹ together with the annual meetings of the Board and Council. In order to leverage the international character of CAETS, the host academy should select a theme for the technical session that addresses global or regional challenges and opportunities and recruit a broad spectrum of speakers from relevant countries and member academies. Operating guidelines for the Annual Meeting Host are provided below.

- a) Three Years in Advance: The Rotation Schedule, which is updated annually by the Secretariat, identifies the annual meeting host for future years. At least 3 years in advance, the Secretariat will confirm the named academy's intent to host as scheduled.
- b) Two Years in Advance (during Annual Council Meeting): If the host academy intends more than a one-day symposium, it must seek Council approval for a specific theme-based convocation that may be up to 2.5 days in length. Preliminary dates should be provided as soon as possible.
- c) Two Years in Advance: If not already doing so, the Annual Meeting Host is strongly encouraged to designate representative(s) who actively participate in the CAETS Communications Committee from this time through the hosted meetings and subsequent wrap-up of key communications.
- d) One Year in Advance (during Annual Council Meeting): The host academy must confirm with the Council the theme for the Symposium/Convocation, meeting dates, meeting venue, and provide a planned schedule of events² for the week (information to be coordinated with the Secretariat).
- e) At least Ten Months in Advance: Assemble planning committee for Symposium/Convocation; include participation by CAETS member academies.
 - i) Enable virtual participation by invited speakers and other participants upon request.
 - ii) Invite presentations that address theme links to economic growth, sustainable development, and societal implications (Objective b).
 - iii) Include presenters who are role models for diversity and inclusion (Objective e).

¹ Convocation/Symposium: CAETS lexicon specifies Symposium for a 1-day event and Convocation for a longer event.

² A "standard" schedule of events (assuming 2-day convocation) includes: Day 1 – Board, Committees, and Working Group meetings; Day(s) 2-3 Symposium/Convocation; Day 4 – Council meeting; Day 5 – Technical/Cultural Tours (optional).

- iv) Include session/presentations focusing on relevant ethics issues (Objective f).
- v) Include session/presentations on engineering education implications of selected theme (if relevant).
- f) Approximately Six Months in Advance: Establish meeting host website (or subdomain) to disseminate symposium/convocation information and logistics information (e.g. meeting venue, recommended hotels, local transportation), and to support meeting registration (for both in-person and virtual participation).
 - i) Open meeting registration 60-90 days prior to the final date which limits member access to hotel rooms at conference rate. (Note: If the meeting is virtual, registration may be opened 45 days in advance.)
 - ii) Maintain current schedule of events and program information on the site, including post-meeting summaries and recordings (as available).
- g) Approximately Four Months in Advance: After consultation with the Board (via the Secretariat), invite participation (as observers) non-member organizations and individuals; make available both virtual and in-person options. Primary consideration is given to inviting representatives of non-member engineering academies—particularly those considered prospective CAETS members—to Convocations/Symposia and Annual Meeting of the Council. Secondary consideration is given to inviting representatives of other, non-academy, engineering and related organizations.
- h) Event Week: Provide ample break time and space for bi- and multilateral meetings (Objective c).
- i) Annual Council Meeting: Present for Council discussion a draft outline of key topics and/or findings and recommendations stemming from the symposium/convocation that form the basis for a CAETS Statement. Identify key target audience(s) and summarize the communications plan.
- j) One Week Post Event: Transmit draft Statement to Secretariat for initiation of Pre-Publication Review process (Operating Guidelines Section 7).
- k) Approximately Two Weeks Post Event: Provide synopsis of Symposium/Convocation (or recorded video if available) on host website (Secretariat to link from CAETS website).
- l) Finalize CAETS Statement upon completion of review process and implement communications plan.

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2) Board of Directors

Relevant Governance (Bylaws)

Article 3 – Board of Directors; 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, strategies, 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. The Board of Directors shall meet at least annually, in conjunction with meetings of the Council; and, with 30 days-notice, at the call of the President or two other members of the Board through the Secretary/Treasurer.

Preliminary operating guidelines are provided below.

- a) Three Months in Advance of the Annual Meeting: The Board (via the Secretariat) will request status reports from all Working Groups and the Communications Committee to be submitted within 30 days.
- b) Approximately Two Months in Advance of the Annual Meeting: The Board will meet (virtually) to discuss the status reports, identify questions/concerns, and generate feedback for the Working Groups and Communications Committee to be addressed with the Board during its Annual Meeting.
- c) Annual Meeting of the Board: Agenda items to include:
 - i) Approval of the Annual Operating Budget
 - ii) Discussions (~15 minutes each) with the leadership of each Working Group and the Communications Committee regarding progress to date and plans for the next year.
 - iii) Board discussion of how current activities are advancing CAETS objectives; identification of gaps and potential new activities for recommendation to the Council; focus on identification and assessment of performance measures.
 - iv) Consideration of any new activities or working groups already proposed for recommendation to the Council.
 - v) Identification of next steps for implementation of the CAETS Strategy.

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3) Council

Relevant Governance (Bylaws)

Article 2 – Council Membership; Section 2. Functions

Subject to the provisions of the Articles of Incorporation of CAETS and other provisions of these bylaws, the Council shall:

- a) Establish the policies of CAETS;
- b) Approve procedures for and the election of academies to membership in CAETS;
- c) Establish the initial contribution of new academy members and the annual dues of members;
- d) Accept the representative of each member academy to the Council and elect the members of the Board of Directors; and
- e) Approve the general concept and outline of CAETS convocations, symposia, projects, and endorsed activities.

Preliminary operating guidelines for the Council's Annual Meeting are provided below.

- a) Administrative Items
 - i) Approve the updated Rotation Schedule
 - ii) Approve the annual Dues Schedule
- b) Election of Board Members for the following two-year period
- c) Discuss theme selection for following year's Symposium/Convocation (presented by upcoming host academy) and ensure that it is consistent with CAETS Objective b:
Contribute to advancing engineering and technological sciences in order to promote economic growth, sustainable development and societal well-being throughout the world.
- d) Discuss theme selection for Symposium/Convocation to be held in 2 years (if available, to be presented by scheduled host academy); ensure that it is consistent with CAETS Objective b.
- e) Receive for discussion brief presentations by leadership of existing Working Groups and the Communications Committee delineating progress to date and plans for the coming year.
- f) Review and approve the general concept of other CAETS activities that have been proposed as reported by the Board.
- g) Discuss Statement outline (presented by current host academy) to help shape content in advance of draft preparation.
- h) Consider Membership Applications (if any); conduct election and establish initial dues.
- i) Discuss Membership Development issues: Identify and prioritize engagements with non-CAETS member nations based on upcoming annual meeting topics and locations.

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4) Standing Committees

Relevant Governance (Bylaws)

Article 4 – Executive Committee

The Executive Committee shall consist of the President, President-elect, and the Secretary/Treasurer. The Executive Committee shall conduct routine business between meetings of the Board and act in emergencies. All actions of the Executive Committee shall be taken consistent with resolutions and policies of the Board. The Executive Committee shall not have authority as to the following matters:

- a) The submission to the Council any action requiring Council approval;
- b) The filling of vacancies in the Board of Directors or in any committee;
- c) The amendment or repeal of the bylaws or the adoption of new bylaws; and
- d) The amendment or repeal of any resolution of the Board of Directors which by its terms shall not be so amenable or repealable.

In addition to the Executive Committee, there shall be such standing committees as shall be authorized from time to time by the Board of Directors.

a) Executive Committee

The Executive Committee acts in accordance with the Bylaws shown above and routinely performs the following:

- i) Appoints a Visiting Committee, as required, to perform due diligence for Membership Applications.
- ii) Reviews materials developed by the Secretariat for presentation during the Annual Board and Council Meetings.

b) Communications Committee

The Communications Committee Charter includes three main elements: Development and maintenance of a Style Guide; oversight of the CAETS Communications Prizes; and derivation and synthesis of key messages from Working Groups and other activities.

*Style Guide*³: The committee will develop and maintain a CAETS Style Guide that sets content and style guidelines and defines templates for all CAETS communications (statements, reports, videos, website, etc.). The Communications Committee also will support review of draft publications.

³ A style guide is a set of standards for the writing, formatting and design of documents and other means of communication. It establishes standard style requirements to improve communication by ensuring consistency both within a document, and across multiple documents.

Communications Prizes: The committee will establish the annual schedule and provide oversight of the process for awarding the CAETS Communications Prizes. It also will gather lessons-learned from each cycle and adapt the guidelines and process as appropriate.

Key Messages: Using materials developed by CAETS Working Groups and other activities, the committee will derive and synthesize key messages that can be used by any member academy to communicate within their own country.

Preliminary operating guidelines are provided below.

- i) **Committee Leadership** – The committee will operate with a Board-approved Chair and Deputy Chair, who will succeed the Chair. Terms will be approximately 3 years. Upon becoming Chair, the Deputy Chair will immediately nominate, for Board approval, a new Deputy Chair. The Board, in collaboration with committee leadership, will periodically review the committee charter and guidelines to assess whether modifications are needed.
- ii) **Committee Membership** – Membership is open to all member academies and will include both Fellows and Communications Professionals nominated by their respective academies. An annual Call for Membership will invite participation; academies may retain the same representation, designate new nominees, or opt not to participate.
- iii) **Meetings** – Semi-annual meetings are anticipated, with an in-person/hybrid meeting to be held in conjunction with the annual meetings; other meetings will be convened virtually.
- iv) **Review of Draft Publications** – Committee leadership may designate, as needed, small ad hoc groups to review and comment on draft publications including, but not limited to, the annual statement, statements/reports developed by Working Groups, and communications proposed by other CAETS activities.
- v) **Records** – Charter, membership, meeting minutes and working documents will be posted (by the Secretariat) on the CAETS website (Members Only section).

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5) Working Groups

These preliminary operating guidelines are intended to maximize the impact of CAETS Working Groups on achievement of CAETS Objectives. Existing working groups (Energy, Engineering Education, Sustainable Development Goals, Diversity and Inclusion, COVID-19) will transition to this model during 2021-2022. New working groups will operate in accordance with these guidelines from initiation.

- a) Initiation – Any member academy may propose creation of a new working group for Board consideration. Initial conditions include:
 - i) Member academy willingness to Chair the effort and recruitment of a willing Deputy Chair from another member academy.
 - ii) Draft charter (or statement of work) demonstrating alignment with CAETS Objectives and description of anticipated outputs (for example: statement(s), report(s), other activities).
- b) Evidence of interest in participation by at least 25% of CAETS member academies. The proposing academy will submit this information to the Secretariat, which will seek concurrence by a majority of the Board. This may be accomplished via email, a virtual meeting of the Board, or during the Annual Meeting of the Board.
- c) Charter – The Working Group will maintain a charter (or statement of work) that demonstrates alignment with CAETS Objectives. If modified after initiation, the new charter (or statement of work) is subject to Board review and endorsement.
- d) Leadership – Working Group leadership will include a Chair and a Deputy Chair, who will succeed the Chair. Leadership terms may be established by the Working Group but are expected to be at least 2-3 years. Once established, the Working Group will elect its subsequent leadership.
- e) Membership – Working Group membership is open to all member academies. An annual Call for Membership will invite participation; academies may retain the same representation, designate new representatives, or opt not to participate. Additionally, Working Group leadership may, at any time, recruit additional subject matter expert participation from member academies.
- f) Meetings – Meeting frequency will be established annually by Working Group leadership. Virtual meetings every 3-4 months, are encouraged as a means to maintain engagement and momentum. Additional meetings may be scheduled throughout the year as needed to respond to time-sensitive matters or additional workload.
- g) Outputs – All outputs intended to engage or inform audiences external to CAETS are subject to the Pre-Publications Review process described in Section 7.
- h) Records – Charter, membership, meeting minutes and working documents will be posted (by the Secretariat) on the CAETS website (Members Only section).

- i) Termination – A CAETS Working Group may be terminated upon the recommendation of its leadership, in the event that new leadership cannot be recruited, if active participation falls below 25% of CAETS member academies, or by decision of a majority of the Board based on a review of activities.

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6) Other Activities

It is anticipated that most endorsed activities will stem from a CAETS Working Group. In the event that a member academy wishes to propose a CAETS-endorsed project or other activity (e.g. multi-national meeting/conference) the following guidelines apply.

- a) The proposing academy shall submit to the Secretariat, at least six months in advance, a description of the activity including purpose, format, anticipated participation, and projected impact relating to CAETS Objectives. The proposal must include endorsements by at least 25% of CAETS member academies and must not be dependent upon CAETS funding.
- b) The Secretariat will seek approval by a majority of the Board. *Absent approval the activity may proceed, but it must not be publicized in any way as a CAETS-sponsored/endorsed activity.*
- c) If approved as a CAETS-endorsed activity, all external communications (for example: statements, reports, videos) stemming from the activity must be submitted to the Secretariat for initiation of the Pre-Publication Review in Section 7 prior to release.
- d) Records – The proposing academy is responsible for providing relevant materials, including a synopsis of the activity, participation by CAETS member academies, and meeting minutes (if any) to the Secretariat for retention on the CAETS website.

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7) Pre-Publication Review

Pre-Publication Review guidelines are applicable to all proposed CAETS communications (any communication attributed to CAETS)—regardless of media—intended for (or available to) audiences external to CAETS member academies.

- a) Leadership of the originating activity (e.g. Annual Meeting Host, Working Group Chair, Other Activity host) shall submit to the Secretariat a copy of the proposed communications prior to release.
- b) The Secretariat will immediately engage Communications Committee leadership to provide an independent review and transmit recommendations directly to the originating activity leadership within 2-3 weeks. Participants performing the review will generally be members of the Communications Committee who are not engaged in the originating activity. If deemed necessary, leadership will recruit additional member academy-affiliated subject matter experts to assist with the review.
- c) The Secretariat also will transmit the proposed communication(s) to all member academies (alternately, the materials may be posted on the CAETS protected website) seeking review and comment. Member academies will be given three weeks to respond. Response options include:
 - i) Endorse with no changes
 - ii) Endorse with suggested changes/corrections
 - iii) Conditionally endorse—subject to explicit changes
 - iv) Do not endorse

No response by an academy is interpreted to constitute i) Endorse with no changes.

- d) Member academy feedback will be synthesized by the Secretariat and provided to the originating activity leadership, which determines the disposition of recommended changes and provides a final copy to the Secretariat.
- e) Publication proceeds with the endorsement of at least two-thirds of the CAETS member academies together with concurrence by a two-thirds majority of the members of the CAETS Communications Committee. Endorsing member academies are listed in the final publication.

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8) Admission of New Members to the Council

Relevant Governance (Bylaws)

- Article 2 – Council Membership; Section 4. Procedures for Admission of New Members
- a) Applications for admission will normally be accepted for consideration no earlier than three years after the official date of establishment of the applicant, with council flexibility for up to five years at its discretion.
 - b) The election of a new member academy shall take place only during a regularly scheduled meeting of the Council when the Secretary/Treasurer receives completed application documents 90 days in advance of such meeting.
 - c) Admission of a new member academy shall require the affirmative votes of at least all but one of the members' representatives present and voting.
 - d) Applicants elected by the Council, on complying with Council-approved entry requirements, shall be admitted to CAETS effective at the conclusion of the Council meeting at which elected.

Related operating guidelines are described below:

- a) Applications for admission shall be submitted to the CAETS Secretariat at least 90 days prior to the scheduled Annual Meeting during which it is to be considered. The application must include information that fully meets the items in CAETS Bylaws, Article 2 – Council Membership; Section 3. Criteria for Membership. A suggested outline for the application is maintained on the CAETS public website (Membership/Becoming a CAETS Member).
- b) Access to the full membership application is provided to the Council via the Members Only section of the CAETS website.
- c) A Visiting Committee, appointed by the Executive Committee, will visit the applicant academy before consideration of the application by the Council. In the event that a physical visit is not feasible, a virtual visit will be conducted. A summary report of the visit, including observations and recommendations regarding election and initial dues (if elected), will be prepared and provided to the Council prior to the Annual Meeting.
- d) During its regularly scheduled Annual Meeting the Council will vote on the application and, if approved, will vote to set the initial annual dues payable by the new member academy.
- e) Applicants elected by the Council shall contribute \$2,000 to the CAETS Reserve Fund within three months of election in order to be considered full members of CAETS.
- f) Payment of annual dues is initiated the year after election to the Council.

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9) Secretariat

Relevant Governance (Bylaws)

Article 2 – Board of Directors; Section 3. Officers

Officers may be, but are not required to be, representatives of the member academies.

Election of officers shall be by majority vote by the Council of member representatives.

- c) The Secretary/Treasurer shall be nominated by the member academy selected by the Council to host the CAETS Office. The Secretary/Treasurer shall provide the administration and other support necessary for assuring the continuity and effectiveness of Council and Board policies and programs.

Article 2 – Board of Directors; 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.

Preliminary operating guidelines for the Secretariat are summarized below:

a) Meeting Coordination and Support

- i) The Secretariat works collaboratively with the annual meeting host to establish the structure and schedule of the annual meetings, with primary responsibility for schedules and agendas for the CAETS Board and Council meetings.
- ii) The Secretariat supports Committee and Working Group Chairs as requested in coordination of their activities (for example: membership calls, meeting notifications, archival of information).

b) Rotation Schedule

The Rotation Schedule is the basis of the rotation of member academies that determines the nomination of Officers (President-Elect, President, Past-President) and members of the Board of Directors.

- i) The Secretary maintains and updates the Rotation Schedule in January of each year, reflecting decisions of the Board and Council.
 - (1) Newly elected member academies are placed at the bottom of the Rotation Schedule.
 - (2) The member academy at the top of the list is rotated to the bottom (below newly elected members), and provides the Past-President for the new year.
- ii) The first member academy on the Rotation Schedule nominates the President and is responsible for hosting the Annual Meetings (normally filled by the President-Elect).
- iii) The second member academy on the Schedule nominates the President-Elect and hosts the annual meeting the following year.

- iv) Four member academies are designated each year to nominate Board members based on their position on the Rotation Schedule and how many years it has been since they have had Board representation.
 - v) The proposed Rotation Schedule for the following year is provided to the Council for review and approval during its Annual Meeting.
 - vi) Subsequent to approval, and no later than six months in advance of the Annual Meeting during which Board Members are to be elected, the Secretariat solicits nominees from the member academies as identified in the Rotation Schedule.
- c) Financial Matters
- i) Annual Operating Budget – The Annual Operating Budget is drafted and presented to the Board for review and approval during its Annual Meeting. A copy of the approved budget is provided to the Council and posted on the website.
 - ii) Annual Dues
 - (1) The Annual Dues Schedule for the following two years is presented to the Council for review and approval during its Annual Meeting each year.
 - (2) The Secretary transmits Annual Dues Invoices to all member academies no later than 1 December of the prior fiscal year; dues are payable no later than 31 January the fiscal year. Annual Dues Invoices are adjusted to account for any shortfall or overage in payment received the prior year.
 - (3) Member academies shall not pay dues for the fiscal year in which they were elected to membership.
 - (4) Member academies who are in arrears by July 1 of the fiscal year will have no vote until the dues are paid (*reference CAETS Operating Procedures – Amended June 2010, Section 4 b*).
 - (a) A member academy behind in dues payments for an extended period (as agreed by the Board) shall be placed on inactive status by majority vote of the Board. Implications include: No vote, removal from the Rotation Schedule, not listed as members as CAETS (and should not represent themselves as members), no access to Members Only information on the CAETS website. Such academies will, however, receive general information regarding CAETS activities via email. Once dues payments restart (and funds are received), subject to email majority vote by the Board, the academy will be restored to full membership and will be placed at the bottom of the Rotation Schedule. (*Reference CAETS Operating Procedures – Amended June 2010, Section 4 b*)
 - iii) Banking

The Secretary/Treasurer maintains the current CAETS Bank Account with the Bank of America. The US National Academy of Engineering provides a second signer on the

account who can provide access by CAETS in the event of emergency; the designated individual is the NAE Director of Finance.

- (1) Operating funds are revenues received from annual dues receipts less expenses forecast by the annual operating budget; in general, the annual operating budget is less than the annual dues receipts forecast.
- (2) Reserve funds include any surplus revenues from each fiscal year plus contributions by newly-elected member academies, which are required contribute \$2,000 within 30 days of their election.
 - (a) The Board may approve the use of Reserve funds for special non-recurring activities or events, such as reimbursement for expenses incurred by Visiting Committees performing due diligence for membership applications or other purposes critical to strategy implementation.
 - (b) In general, projects and activities carried out by CAETS, or a team of experts appointed by CAETS at the request of governments, international organizations, etc., shall be financially self-supporting and shall not be dependent on CAETS for financial support.

iv) Annual Audit

- (1) An Audit Committee, consisting of two persons (e.g. an officer and staff) nominated by the member academy providing the Secretariat (US NAE) and a third person, nominated by another member academy shall be appointed by the CAETS President for a two-year term, and shall provide a written report to the Council in time for its Annual Meetings. *(Reference CAETS Operating Procedures – Amended June 2010, Section 4 a)*
 - (a) The committee shall not be chaired by members nominated by the US NAE.
 - (b) The Chair shall normally be a current or past member of the CAETS Board.
- (2) The Secretary/Treasurer shall reconcile Operating funds (revenues and expenses) and Reserve funds (revenues and expenses) and prepare an Audit Book no later than 60 days after the end of each fiscal year. The Audit Book shall include:
 - (a) Financial Statements that include current year activity and a Balance Sheet showing assets and liabilities.
 - (b) Reconciliation of the CAETS Bank Account.
 - (c) Reconciliation of Dues Receipts against the Dues Payable Schedule.
 - (d) Copies of all required US Internal Revenue Service Tax Filings.
 - (e) Receipts for all Expenses (Operating and Reserve).
- (3) The Audit Book shall be circulated first to the NAE members of the Audit Committee and then to the Chair for final review and approval.

(4) Summary results are provided to the Board and the Council during the annual meetings.

(5) Annual Audit Books are retained by the NAE with an electronic copy retained by the Secretariat.

d) Member Development

- i) The Secretariat shall establish and maintain a list of prospective CAETS member academies as well as a record of correspondence for use by the Council, Board, and Annual Meeting Host.
- ii) The Board and Council will be solicited annually for contributions to the list, which will be used to prioritize future engagements.
- iii) The information is maintained on the CAETS website.

e) Corporate Matters

- i) Business Registration – The Secretariat shall maintain a current Business License with the Department of Consumer and Regulatory Affairs (DCRA) in Washington, DC.
- ii) Internal Revenue Service Filings – The Secretariat shall prepare and file annually the forms and returns required to maintain the CAETS nonprofit corporation status in accordance with Section 501(c)(3) of the Tax Code.

f) Website

The Secretariat is responsible for development and maintenance of the CAETS website, including both a public portion and a protected portion accessible by CAETS members only.

- i) The public CAETS website showcases both CAETS and CAETS member academy activities, and provides information regarding CAETS members as well as how to become a member of CAETS.
- ii) The Members-Only portion of the site is a repository for the current Member Directory, CAETS meeting materials, committee/working group activities, and key administrative items (including Rotation Schedule, Dues Schedule, and Financials).
- iii) Depending on availability of resources, new features will be added to better support CAETS activities. Such improvements will be undertaken within the Operating Budget approved by the Board.
- iv) The Secretariat will work collaboratively with the Communications Committee to ensure that the content and style of the website is aligned with recommended practices.
- v) The Secretariat will routinely solicit CAETS members for featured content stemming from their individual (or collaborative) activities. Additionally, a semi-annual call for reports and publications will be initiated.

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