

CAETS Going Forward- Strategic Review

Terms of Reference

Context and Background

One of the highlights of the CAETS Council Meeting in 2015 was the *CAETS Going Forward* discussion, which brought to the table many suggestions from member academies on how to maximise the value of CAETS. In order to maintain momentum, and to ensure that CAETS ambitions align with the capacity of the network, we are proposing a strategic review of the CAETS objectives and governance and operational mechanisms.

CAETS was founded in 1978 as a network of engineering academies with a set of objectives based on highlighting and strengthening the role of engineering globally (Annex 1). Since then, much has changed in both the community of engineering academies and the global context in which they operate. A light-touch review took place in 2005 but this did not include in-depth consideration of CAETS' mission and strategy. It is therefore timely to conduct a strategic review of CAETS, with a view to ensuring the future relevance and effectiveness of the organisation. This review will examine the strategic objectives of the organisation, as well as the governance and operational structures that are in place to support delivery of these.

Purpose

CAETS currently functions as a self-sustained network, with member academy fees the primary and only source of income. From its outset, CAETS made a decision to add value through networking academies rather than focussing on international policy activities.

Developments of relevance since its formation include:

- The CAETS network has grown and now stands at 26 engineering academies
- Although engineering academies exist in many countries, in some countries (often in those with less capacity), engineering is grouped with science, and there is a question over whether membership should be broadened to include these institutions
- The international landscape for science and engineering is changing, and the federation of international science academies who have focussed on global governance are making moves to consolidate and are seeking engineering input
- The European Council of Applied Sciences, Technologies and Engineering (EuroCASE) has signed an MOU with four other European academy organisations to provide scientific to the European Commission under the Science Advice Mechanism.

Scope and Conduct

The review is expected to be wide ranging. It will examine:

- The CAETS objectives and whether these are still relevant for the network today
- The role of the Board of Directors, Executive Committee, Council and Secretariat
- The rotation of the CAETS presidency, and whether this should be de-coupled from the Convocation to relieve burden on academies, and increase the Presidency function
- CAETS relationship with other international science and engineering stakeholders and with the UN and other global institutions.
- CAETS approach to strategy development, including its relationship with other international networks and organisations.

It is intended that a broad range of views will be canvassed requiring:

- An online CAETS questionnaire, to find out what the members want from the network
- Follow up discussions with member academies organised regionally, and led by a member of the strategic review committee.

External expertise may be called on if required.

It is anticipated any recommendations for changes to governance will be voted on by all CAETS members.

Schedule – *to be revised*

Phase 1: March 2016

Agree the ToR at CAETS Executive Committee Meeting

Phase 2: April 2016

Survey CAETS members to collect thoughts

Phase 3: June 2016

The Strategic Review Committee to consider the results and decide on a range of suggestions

Phase 4: September 2016

The Strategic Review Committee to present an Interim report to the CAETS council meeting, with formal agreement from the next CAETS President that this review will continue until conclusion.

Strategic Review Committee

The Strategic Review Committee will report to current President of CAETS Professor Dame Ann Dowling OM FRS FREng and will include representatives from a diverse range of member academies.

The proposed Chair of this group is.....