# CSIC Early Career Academics and Professionals Panel – Terms of Reference

**Version: 1.3**

**Date: April 2022**

**1.     Origin and motivation**

1.1     The Centre for Smart Infrastructure and Construction (CSIC) at the University of Cambridge intends to appoint a panel of early career professionals and academics. The motivations for forming this panel are:

1.1.1   To increase the diversity of views that are considered in CSIC's strategic decision making.

1.1.2   To strengthen connections between CSIC, its industry partners, and its broader academic network. In particular, to encourage the development of these connections between individuals at an increased range of seniorities.

1.1.3   To provide a career development opportunity for early-career academics and professionals, through which they can meet like-minded individuals and work together to deliver a programme of activity, jointly agreed between the panel and CSIC.

**2.     Name of the panel**

2.1.    The Panel will be known as the CSIC 'Early Career Academics and Professionals Panel' (ECAPP).

**3.     Objectives and activities**

3.1     ECAPP will work together to develop a workplan for their activities, to be agreed with CSIC. ECAPP members are all encouraged to put forward ideas for this workplan. The CSIC Steering Group may also make specific requests for ECAPP to undertake certain tasks, which may involve direct collaboration with members of the Steering Group. Examples of potential activities could include:

3.1.1   Writing white papers, position papers, or articles for trade publications, setting out the views of the panel. These publications could be written in response to specific Steering Group requests, potentially in collaboration with Steering Group members or CSIC, and/or on smart infrastructure topics of interest to ECAPP members.

3.1.2   Organising events such as panel discussions or debates, to discuss smart infrastructure topics, which may then be written up as articles or blog posts.

3.2     In addition to this workplan, ECAPP members are expected to participate in a limited number of CSIC's events, such as the annual CSIC Industry Partner Strategy Day, and they may also be invited to join meetings of other groups within CSIC such as the Steering Group and Executive. ECAPP's key objectives, when participating in these events and meetings, are to increase the diversity of views being discussed and to provide challenge to existing thinking.

3.3     In total, ECAPP's activities and the attendance of meetings should not consume more than six to ten working days annually. Companies nominating ECAPP members are encouraged to fund this time using their own internal budgets (e.g., for staff training or development). See section 9.4 for further details of financial resources for ECAPP.

**4.     ECAPP points of contact within CSIC**

4.1 One or two members of the CSIC Steering Group will become 'ECAPP sponsor(s)', whose role will be to support ECAPP. These sponsor(s) will be the primary point of contact for ECAPP within CSIC.

4.2 It is anticipated that the role of ECAPP sponsor(s) will periodically rotate among members of the CSIC Steering Group. When two sponsors are in post, this rotation will be staggered to provide continuity. Rotation will occur in line with the chair and deputy chair of ECAPP, as set out in section 7.2.

4.3 The CSIC Director will also be available as a point of support for ECAPP.

**5. ECAPP composition, appointment of members, and tenure**

5.1 The process for appointing ECAPP members is described in a separate *ECAPP Recruitment Plan* document.

5.2 ECAPP will have approximately 8 to 10 members drawn from academia and industry. Its industry membership should be representative of a range of organisational sizes (i.e., SMEs as well as larger organisations) and include both 'client' organisations (e.g., infrastructure asset owners/managers) and 'supplier' organisations (e.g., contractors, consultants, and their supply chains). Striking this balance within ECAPP's composition will form part of the process of appointing members. The definition of an SME used by CSIC to categorise its industry partners will be applied when assessing the size of organisation to which a proposed member of ECAPP belongs.

5.3 Members of ECAPP will be academics or professionals, carrying out work related to construction or infrastructure in an area of relevance to CSIC. They should typically be at a relatively early stage of their careers, within the first ten years of graduation (or equivalent). However, individual circumstances, such as career breaks or changes, will be taken into consideration during the appointment process.

5.4 Membership of ECAPP will be for a nominal period of 1 year, in the first instance, though this tenure and any possibilities for extension will be kept under review by CSIC. See further details in the *ECAPP Recruitment Plan*, which also outlines a proposed 'rolling membership' approach for ECAPP in the longer term.

**6. Responsibilities**

6.1 All members of ECAPP are responsible for:

6.1.1 Developing and supporting ECAPP's workplan and activities, throughout the panel's tenure.

6.1.2 Working collaboratively with other ECAPP members – and, where necessary, members of CSIC such as the 'ECAPP sponsor(s)' – to deliver this workplan.

6.1.3 Participating in some CSIC meetings and events, as described in section 3.2.

**7. Chair and deputy chair of ECAPP**

7. 1 One of the members of ECAPP will be appointed as chair and another as deputy chair by CSIC, during the recruitment process. These members will have additional responsibilities as follows:

7.1.1 Acting as the main points of contact between ECAPP and CSIC's 'ECAPP sponsor(s)'.

7.1.2 Arranging and chairing meetings of ECAPP.

7.1.3 Managing ECAPP's workplan between meetings.

7.2 Under the proposed longer-term 'rolling membership' approach for ECAPP (see the *ECAPP Recruitment Plan*), the panel will consist of two overlapping cohorts at any time. It is proposed that a deputy chair will be appointed in each new cohort and progress to become the chair when ECAPP's membership is next rotated. This approach will allow for continuity in ECAPP's leadership.

## 8. Ways of working

8.1 As part of the development of its workplan, ECAPP will agree collaborative ways of working, such as the frequency of meetings and the split of online and in-person meetings. ECAPP may make use of platforms for collaborative working such as Slack or Microsoft Teams, for the ongoing delivery of their workplan between meetings. CSIC is not prescriptive regarding how this should be done but will require ECAPP to set up a Data Management Plan to cover appropriate data use and storage. CSIC will review and approve the Data Management Plan.

8.2 When ECAPP holds in-person meetings, members are encouraged to explore options to host these in their organisations, and so provide opportunities for ECAPP members to be exposed to a range of businesses, universities, and other institutions. (These meetings could also provide opportunities for visits to head offices, construction sites, etc.) CSIC's offices in Cambridge also remain available for hosting in-person meetings.

8.3 For purposes of legacy and continuity, ECAPP is also expected to develop a methodology for recording their workplan and activities in a virtual repository, hosted by CSIC. This should contain, for example: meeting agendas and minutes; the 'live' and archived versions of ECAPP's workplan; records of activities; final versions of all documents and other deliverables produced by ECAPP, etc.

## 9. Resources

9.1 CSIC's finance manager has overall accountability for ECAPP expenditure, and all ECAPP expenditure must be approved in writing by CSIC's finance manager prior to any expenditure being made.

9.2 ECAPP should present any requests for expenditure to the CSIC 'ECAPP sponsor(s)' in the first instance.

9.3 CSIC will reimburse reasonable expenses that are properly and necessarily incurred in the delivery of ECAPP's agreed workplan (e.g., travel to attend ECAPP or CSIC meetings) – provided that these have been approved in advance of any expenditure being made, and in the event that the organisations nominating these members are not able to fund these expenses through their own internal budgets (see section 9.4).

9.4 As membership of ECAPP constitutes a career development opportunity, organisations nominating members are encouraged to fund their time and expenses for ECAPP activities using their own internal budgets (e.g., staff development and training). If this will not be possible for a nominating company, then this should be announced during the recruitment process. See further details in the *ECAPP Recruitment Plan*.

9.5    If a proposed member of ECAPP cannot be funded for their time and/or expenses by their nominating organisation, this must be specified during the recruitment process. In these cases, affected members can apply for an honorarium from CSIC towards time spent on ECAPP activities, and for reimbursement of expenses as described in section 9.3.

**10.    Review**

10.1    ECAPP's terms of reference, current workplan, and outputs will be reviewed by CSIC (including the CSIC Director, Programme Manager, Steering Group chair, and ECAPP sponsors) at least once a year, to ensure that they remain aligned to CSIC's requirements.

10.2    A periodic nominal review of ECAPP's workplan and progress will also be conducted between the ECAPP chair, deputy chair, and CSIC's ECAPP sponsor(s), no less frequently than quarterly.

10.3    CSIC reserves the right to review ECAPP at any other time, if it considers that changes may be required to meet changing operational demands and needs. This may include termination depending on the business circumstances of the time.