Dear Council,

We're reaching out to you today, as we finalised our road map, and we wanted to communicate with you what our priorities are for the coming term. This list results from recommendations from the previous ExCom, the Strategic Plan approved last term, and discussions throughout the last two months. This list does not encompass all of the activities we will undertake throughout the year, but hopefully will provide you with a nice overview of what we hope to achieve.

So, without further ado, here is the list, note that the order of the list does not reflect the importance of the task, in particular, some goals are about day-to-day activities, while others will follow precise timelines:

1. **Search for a new host institution**
   The hosting agreement of APECS at AWI expires in January 2022, and a new host institution needs to be found to host the directorate, and all of APECS activities at large depend on them!

2. **Update mentorship database**
   The border between a mentor and an ECS is blurry and vague, so we'll take advantage of defining precise criteria on who is a mentor and who is a member to update our database.

3. **Restructuring of the Council**
   Goal 4 of the Strategic Plan suggests that a reorganisation of the Council is necessary. This year, there are more than 110 members in the Council, which is a huge number. In the coming months, we are going to prepare a new structure for the Council membership that will provide a more efficient organisation and diversity of members (in collaboration with relevant Project Groups, such as the DEI and Indigeneous collaboration PGs).

4. **Restructuring of the Internal Evaluation Committee**
   An Internal Evaluation Committee was created when APECS got founded in 2010, to help tackle internal issues among APECS members. The procedures around this committee have never been modified or clarified, in particular, the original members of this committee have never rotated, so we will work with the present committee to improve its structure, and implement regular updates of the committee members.

5. **Inclusion and bias training for APECS leadership**
   The APECS leadership includes members from a wide range of countries, genders, cultural backgrounds and disciplines. These differences are a strength, and we want to ensure that APECS leadership remains diverse and inclusive. In order to ensure this environment we suggest organizing Inclusion and Bias training.

6. **Membership inclusion and diversity**
   Last year, an additional column in the Council spreadsheet was added to provide Council members the option to include their preferred pronoun. We want to make sure that everyone is aware of this new option, and provide a platform to discuss why

people have the possibility, if they chose to do so, to give the list of pronouns that they prefer.

7. **Improvement of Project Group operations**
   Project Groups are the core of APECS activities. We want to provide motivated members with clear rules on how they can suggest a new Project Group, as well as implement the Strategic Plan to restructure how Project Groups are organised, reviewed and approved.

8. **Improvement of Council applications**
   The rules on how Council applications are reviewed are a bit opaque, so we would like to create a set of clear and transparent rules on the review of Council applications. This will be linked with the Council restructuring (Strategic Plan, Goal 3).

9. **Crisis protocol document development**
   Some events, either at the national, or at the international level, simply require an urgent response, for which, the bi-weekly ExCom meetings are not always sufficient. For example, COVID-19 last year required more immediate action. We want to develop a framework for timely response to situations that evolve rapidly.

10. **Publishing the APECS Data Policy**
    A set of policies for how APECS handles data that has been prepared by APECS, but never published. We will review the steps for finalisation of the published document.

11. **APECS representative restructuring**
    APECS has early-career representatives in a large number of relevant organisations. We want to standardise the process of selection with partners, as well as provide a better two-way exchange system (following the recommendation of the Strategic Plan, Goal 3).

12. **Adrian Dahood Memorial Fund**
    A memorial fund was created by the Dahood-Fritz family in memoriam of Adrian Dahood, a vibrant APECS member for several years. We will continue to work closely with the family to ensure that the funds are dedicated to helping ECR.

13. **Support of the Council**
    This one might seem obvious, but as ExCom, we want to support the Council and the Project Groups as much as possible by attending meetings, liaising with PG leads, and being available for all members.

14. **Support National Committees**
    Similarly, National Committees are essential, and we want to ensure that APECS remains a bridge for ECR across nations.

That's all folks. With all of your help, we hope to be able to attend to all of these priorities, and even more. We want to remind you that ExCom publishes summaries of all our

meetings, on [this page](), so if you want to have more information about our last meetings and actions, we invite you to check this page regularly, or just send us an email!

Sincerely
ExCom