

Emerging Professionals

Policies and Procedures | 2025

Overview, Vision and Objectives

The ISC20C Emerging Professionals is a group formed to engage heritage conservation professionals in the early stages of their careers¹ in the work of the ISC20C. It aims to develop a multigenerational link through engagement with the bureau on committee initiatives, activities and mentorship to promote knowledge sharing and develop future leadership within the ISC20C. Emerging Professional, or “EP” is a self-designation² that individuals may seek once they have joined the ISC20C to learn how the bureau and committees work and how to become engaged in its initiatives. The group will also aim to provide networking opportunities for new members and provide an opportunity for education and mentorship with experts in the field of 20th-century heritage conservation. The program offers experiential learning and provides mentorship through the course of the work the Eps are engaged in.

The Emerging Professionals, or “EP”, group focuses its efforts on supporting both the administrative work and activities that implement the initiatives detailed in the Triennial Action Plans of the bureau. A selected number of Bureau EPs may engage in ISC20C Bureau meetings. These engagements provide EPs insight into the committee’s functioning and development of committee-wide strategies, helping them to grow into future leaders of the ISC20C.

The establishment and growth of the ISC20C Emerging Professionals is intended to eventually encompass 20% of the ISC20C membership. This policy framework aims to distinguish between Bureau EPs and project EPs. Bureau EPs will be paired with bureau members and project initiatives; Project EPs will be paired with committee initiatives. Bureau EPs³ will include more experienced members interested in learning how the bureau is run and with potential interest in future leadership roles in the bureau. Project EPs will typically include members interested in working on a specific initiative(s) or with a specific committee(s). This organizational structure allows for both Bureau EPs and Project EPs to learn from the work of respective bureau members, through the work of the committee and with each other. The aim of this policy framework for the EP group is also to encourage growth and professional development in the near future.

The ISC20C EP group is a subset of the ICOMOS International Emerging Professionals Working Group (EPWG). ISC20C EPs are automatically members of the International EPWG and may represent the ISC20C through engagement with other ICOMOS Working Groups, at the EPWG Bureau or at the monthly EPWG open sessions.

Who can become an ISC20C EP

The title of Emerging Professional [EP] is an additional designation of choice for Associate members of the ISC20C. Individuals pursuing membership within the EP group must first successfully apply for Associate membership with ISC20C prior to engaging with the EP group.

The following responsibilities are understood as part of the role:

- Promotion and celebration of 20th-century heritage

¹ ICOMOS EP working group (EPWG) defines early career up to 40 years of age.

² Refers to a name or title that a body of people (or person) uses by choice to refer to itself

³ It is noted that Bureau EPs must be prepared to consistently spend weekly time on a running basis regarding administrative and communication activities which are estimated minimum 5 hours/week.

- Active participation in all EP meetings and either bureau or initiative meetings depending on the type of membership
- Active engagement in one or multiple initiatives
- Generating and submission of annual member report

EPs who do not uphold the responsibilities of the role may be asked to leave the group by the President or VP responsible for the committee initiative.

Becoming an Emerging Professional

Project EPs are accepted on a running basis. Applications are based on an Associate membership of the ISC20C including a motivated request to become an EP. The EP working group is responsible for growing the ISC20C EP group through promotion across networks, events and other activities. Approval process is carried out by the ISC20C membership secretary.

Bureau EPs are selected once every 3 years by the Bureau Presidents. The Bureau EP group, along with the EP leader, is responsible for selection and transition to the next term of the Bureau EP group. Bureau EPs are to be approved by the President of ISC20C and the EP coordinator.

The existing EP leadership and Program Leader will be responsible for disseminating calls for new associate members and expert members on a yearly basis⁴. This will be accompanied by a scheduled virtual information session to answer questions and connect with those who may be interested in becoming an EP. New members will be announced at the ISC20C AGM, and a follow-up information session should take place no more than four weeks after the AGM.

Term

The membership term for EPs is differentiated between Bureau EPs and Project EPs.

Project EPs may serve for the duration of the project, or a period agreed upon with the initiative leader. A Project EP may “age out” or “experience out” of the program. The mentor and mentee should identify this on a case-to-case basis.

Bureau EPs may serve for a maximum length of four years. It is noted that a four-year term is suggested as it allows for a one-year overlap beyond the three-year bureau term so that experienced members may guide the next incoming group⁵.

Following the rules of associate membership, an EP member who has meaningfully contributed to the ISC or to the field within this time may then choose to remain as an Associate Member, apply as an Expert Member, or choose to retire from the ISC20C.

Emerging Professional Leadership

There are two elected leadership roles within the EP group: the EP ISC20C Coordinator and the ISC20C EPWG Representative. Both leadership titles are held by Bureau EPs.

⁴ Regular calls for EPs should be combined the ISC20C call for membership drive which is also sent to the ICOMOS National Committees, Scientific Committees and the EP working group before each AGM.

⁵ It is noted that the 4-year EP period includes a 3-year bureau term with an additional 1-year period to transition to the new EP group.

The **ISC20C EP Coordinator** is an knowledgeable and skillful EP accountable for ensuring communication between the bureau and the EP group. It is an individual who regularly attends both bureau meetings and manages the EP group, organizes the meetings and disseminates information on upcoming opportunities for engagement to the EPs, as well as information on the undertakings and accomplishments of the EPs to the bureau. The coordinator will oversee the creation of a triennial plan for the EPs at the start of each bureau term. The Coordinator and the EP leader are responsible for scheduling networking meetings to be held every other month, and for communication with all other EPs.

The **ISC20C EPWG Representative** is an knowledgeable and skillful EP accountable for facilitating communication between the ICOMOS EP Working Group (EPWG) and the ISC20C EPs. The EPWG Representative is selected by the ISC20C EPs and approved by the Bureau. The EPWG Representative will regularly attend bureau, ISC20C EP, and International EPWG meetings and ensure that information on engagement opportunities is regularly shared and disseminated among both the ICOMOS EP and ISC20C EP groups. The representative will be responsible for facilitating calls for new members that reach the EPWG communications and by helping newer EPs find initiatives to become engaged in. Once the representative is selected, a memorandum or official letter is sent via email from the ISC20C President or Secretary General and shall be sent to the EPWG focus group to formalize the appointment.

Both leadership roles will be filled through an election in which current ISC20C EPs vote; each will be filled for a two-year term and an individual may continue for up to two terms (four years) maximum. Members may be nominated by others or self-nominated. The outgoing Coordinator is responsible for communication of upcoming elections which may be accomplished in a single EP meeting. Elections will be held at least eight weeks prior to an upcoming AGM and the leadership transition will be at the conclusion of the AGM in an election year.

Bureau Oversight

The EP group will be guided by one expert member of the bureau who will support the EPs and as a means of steering the group towards meeting its broader vision. This role will be defined as the EP Program Leader and they will be accountable for collaborating with the EP Coordinator and ISC20C Representative to the EPWG to advise on the creation of a Triennial Plan for the EPs, the revisions to the EP White Paper, and preparation of presentations to the EPWG. They will assist in the scheduling and planning of networking, engagement events for the mentorship, and attend EP group meetings on a quarterly basis. The role of the EP Coordinator will be assigned to a bureau member by the ISC20C President based on interest.

Initiative Work and Mentorship

Project initiative work and mentorship are opportunities, and a significant benefit associated with the EP program.

The goal of the mentorship within the ISC20C is primarily achieved through the work of the committee which includes experiential learning – quite simply, mentorship is achieved by ‘doing’, ‘learning’, and ‘gaining experience’ on project initiative work. This process of learning is also meant to promote, encourage and underscore a meaningful relationship between an EP and a bureau or initiative leader – with aim to encourage growth of the EPs heritage conservation career. The details of this relationship may be highly individualized. However, Bureau and Initiative leaders working together with EPs are expected to fulfill professional development within ICOMOS while offering guidance through working and learning on each of the committee initiatives. Seeking connections with bureau members and committee members is critical – in particular, creating lasting connections and relationships are beneficial to the EPs long term education and career goals. These connections and relationships can be a great source of career development. Also, Bureau and Initiative leaders have a responsibility to their EP to regularly attend scheduled meetings and to provide guidance in learning and gaining experience through the work of the ISC20C.

Project EPs should work closely with the initiative leader(s) to achieve the objectives stated in the Triennial Action Plan. They will actively participate in the development of the project and support the initiative lead in designated activities. It is anticipated that participants in the Project EP program will become active ISC20C members by proposing and leading initiatives post-mentorship too. Initiative leaders may work with more than one EP if desired in order to provide support, learning and guidance as part of a mentorship process.

Committee Initiative Pairing

To help facilitate potential committee initiative pairing opportunities, the EP Coordinator and EP Program Leader will schedule and host a virtual networking event every two years⁶ in the form of speed dating (or similar preferred formats) for those interested in becoming EPs. This will allow Bureau and Initiative leaders as well as EPs to meet more people and connect with more committee members. After the meeting, it is the responsibility of the potential EP to reach out to individuals they wish to form a relationship with; however, ISC20C Bureau and Initiative leaders - as well as expert members - may also reach out to potential EPs. It is important to note that successful working and learning experiences for the EPs rely on their willingness and readiness to help with different types of small and large tasks that benefit bureau initiatives. Once both EP and committee member individuals have agreed, the selected Program Leader will follow up and maintain a list of all paired EPs together with committee initiatives and activities.

There are occasions in which the EP and Bureau and Initiative leader relationships end off-cycle due to a series of factors. When this happens, efforts should be made by the EP Coordinator (and fellow EPs) and bureau members to connect the EP with a new Bureau and/or Initiative leader. This may mean a bureau member or initiative leader taking on additional EPs in order to offer guidance in the work of the ISC20C.

⁶ Networking events will be held every two years to facilitate new opportunities for networking. Existing EP pairings with Initiative leaders may elect to continue for an additional two years rather than changing.