



Co-funded by  
the European Union



**IN.TUNE**

*Innovative Universities in Music and Arts in Europe*

# Governance structure and Partner involvement

[www.intune-alliance.eu](http://www.intune-alliance.eu)

## Document details

Project number:	101124302
Alliance name:	IN.TUNE - Innovative Universities in Music & Arts in Europe
Acronym:	IN.TUNE
Call and topic:	European Universities – Development of new deep institutional transnational cooperation (ERASMUS-EDU-2023-EUR-UNIV-2)
Start / End date:	1 January 2024 / 31 December 2027
Work Package:	Effective management & joint strategy development (WP1)
Work Package leader:	Norges musikkhøgskole, Norway (NMH)
Partner institutions and contributors:	<ul style="list-style-type: none"> <li>• Norges musikkhøgskole, Norway (NMH)</li> <li>• Universitatea Națională de Muzică din București, Romania (UNMB)</li> <li>• Conservatoire National Supérieur de Musique et de Danse de Paris, France (CNSMDP)</li> <li>• Taideyliopisto, Finland (UniArts)</li> <li>• Escola Superior de Música de Catalunya, Spain (ESMUC)</li> <li>• Universität für Musik und darstellende Kunst Wien, Austria (mdw)</li> <li>• Stichting Hogeschool der Kunsten den Haag, The Netherlands (HdK)</li> <li>• Univerzitet umetnosti u Beogradu, Serbia (UAB)</li> </ul>
Document name	<b>Governance Structure and Partner Involvement</b>
Type of document:	Document, report
Dissemination level	Public
Version / Status	Final
Date	18/12/2024

Innovative Universities in Music & Arts in Europe – IN.TUNE is the only European University Alliance in the field of music and arts. It brings together eight universities from North, East, South and West Europe, striving to deepen their cooperation to bring about institutional transformation and the enhancement of their quality, performance, attractiveness and international competitiveness. In line with the goals set by the European strategy for universities, underlining the important role of higher education in shaping sustainable, democratic and resilient societies, IN.TUNE members are committed to the development of a joint long-term strategy with a strong artistic dimension for high quality education, research, innovation and service to society, becoming a role model for the wider higher education community across Europe and beyond.

## Contents

<b>Document details</b> .....	<b>1</b>
<b>Executive Summary</b> .....	<b>4</b>
<b>Introduction</b> .....	<b>5</b>
<b>Roles and responsibilities of consortium bodies</b> .....	<b>6</b>
Overview of Terms of Reference for Consortium Bodies .....	7
<i>IN.TUNE</i> Governance Structure organigram and decision-making .....	8
Governing Board .....	9
Role and responsibilities .....	9
Decisions of the Governing Board .....	9
Members of the Governing Board .....	10
Meetings, operational procedures and expected workload .....	10
Executive Committee.....	13
Role and responsibilities .....	13
Members of the Executive Committee .....	13
Decision-making .....	14
Meetings and expected workload.....	14
Work Package Committees.....	15
Role and responsibilities .....	15
Members of the Work Package Committees.....	15
Meetings and expected workload .....	15
Alliance Management Team .....	16
Role and responsibilities.....	16
Members of the Alliance Management Team .....	16
Meetings and expected workload.....	17
Student Council.....	18
Role and responsibilities .....	18
Members of the Student Council.....	18
Meetings .....	18
Decision-making .....	18

Administrative Committee.....	19
Role and responsibilities.....	19
Members of the Administrative Committees .....	19
Meetings.....	19
Working Groups .....	20
Role and responsibilities.....	20
Members of the Working Groups.....	20
Meetings.....	20
Internal Reporting in the Alliance Governance Structure.....	21

## Executive Summary

Innovative Universities in Music & Arts in Europe – IN.TUNE is the first European University Alliance in the field of music and arts. It was established on 1 January 2024 as a result of the European Universities Initiative call launched by the European Commission in 2023 dedicated to the development of new deep institutional transnational alliances of higher education institutions.

The IN.TUNE Governance structure model presented in this document, is created to ensure a flexible and efficient alliance in which all partners are both complementing each other and working together to reach the desired outcomes. It is developed in such a way as to guarantee collaboration among partner universities and the enduring sustainability of the Alliance.

The IN.TUNE Governance structure and Partner involvement document provides information on the Alliance's effective management framework with interconnected boards, councils, committees and working groups, involving stakeholders at different levels in our institutions. It further describes composition, roles, tasks and responsibilities of the alliance governing bodies.

The organisational structure of the consortium comprises the following Consortium Bodies (i.e. the main decision-making, management or consultative bodies as stipulated in the Consortium Agreement), which are described in this document in further detail:

- ❖ Governing Board
- ❖ Executive Committee
- ❖ Work Package Committees
- ❖ Working groups
- ❖ Alliance Management Team
- ❖ Student Council
- ❖ Administrative Committee

## Introduction

The IN.TUNE alliance has, since the beginning of the application process, involved administrative and academic staff from all levels in each partner institution, from rectors/principals, vice-rectors/vice-principals and heads of departments, to directors of studies and research, and international relations coordinators. All of these staff members remain involved in the alliance governance structure, ensuring a smooth transition from the design to the implementation phase and the contribution of their already acquired expertise in the alliance. Students are actively and substantially involved in the future design and implementation of the alliance.

The distribution of roles, responsibilities and tasks was made at application stage based on each institution's expertise and their complementarity in order to ensure high-quality outcomes and efficiency in the implementation of the alliance. In order to ensure strong institutional commitment and a balanced workload, each institution is leading one work package (WP) and its activities, related to its expertise and human and/or technical capacities. The participation in the working groups foresees either involvement of all partners or a smaller configuration based on calls for proposals.

With regards to its governance structure, the alliance has foreseen that all decision-making bodies include representatives from all eight partners (including students) and an independent student body. Such an organisation reflects not only financial, structural and organisational commitment at the highest institutional level, but also the engagement of stakeholders at other levels and their involvement in the co-creation of the alliance activities.

The steps undertaken to develop and implement this Governance Structure were:

- Details about the missions, roles and responsibilities, composition and chairs, decision-making and procedures of each consortium body, along with the respective terms of reference, were developed and presented in the IN.TUNE Alliance proposal within the European Universities Initiative Call for 2023. The proposal was developed by the working group constituted of representatives of all partner institutions.
- The IN.TUNE European University Alliance proposal was approved by the EACEA in July 2023.
- The constitution of the bodies and recruitment of the central alliance positions (Secretary General and Alliance Administrative Manager). The Co-Secretaries General and Alliance Administrative Manager appointments were confirmed by the Executive Committee during the meeting of 11 December 2023, and finally endorsed by the Governing Board by email in December 2023.
- The appointment of the Institutional Alliance Managers and the constitution Work Package Committees were based on proposals from partner institutions. The Alliance bodies started to work on 1 January 2024. The Working Groups were constituted and approved by Work Package Committees according to the Alliance timeline and the needs of the specific WPs.
- The Governance structure was discussed during Executive Committee meetings on 8 April 2024 and 21 May 2024, and subsequently approved by the IN.TUNE Governing Board on 17 June 2024.
- Systematic evaluation and improvement of governance model will be ensured through activities initiated by Work Package 7 (Quality Assurance).

## Roles and responsibilities of consortium bodies

The management of the alliance is carried out by the following decision-making, consultative, and executive bodies, each assigned specific roles, tasks, and responsibilities, the **Consortium Bodies**. A 'Consortium Body' is described in the Consortium Agreement as "any decision-making, management or consultative body as described in Section 6 of the Consortium Agreement". The information below about these Consortium Bodies is therefore fully aligned with the description of these bodies in the Consortium Agreement.

The organisational structure of the consortium comprises the following Consortium Bodies:

The **Governing Board** is the highest decision-making body of the consortium.

The **Coordinator** is the legal entity acting as the intermediary between the partner institutions and the Granting Authority (European Education and Culture Executive Agency – EACEA). The Coordinator of the IN.TUNE alliance is Norwegian Academy of Music – Norges musikkhøgskole (NMH). In addition to its responsibilities as a partner institution, the Coordinator performs the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement.

The **Executive Committee** (also Work Package 1 Committee) is responsible for monitoring the overall implementation of the Alliance and the individual contributions by the Parties, both with regards to management and content issues.

The **Work Package Committees** are responsible for the development and implementation of the deliverables of the Work Package and their monitoring, making use of the quality arrangements and tools of the alliance. **Working groups** are set up within the work packages based on the nominations of experts by the institutions or through open call for proposals for specific tasks related to the deliverables.

The **Alliance Management Team** supports the practical implementation of the activities in all work packages. It is responsible for the implementation of all policies developed in the field of Alliance Governance & Cooperation.

The **Student Council** represents the students' voice to the governance bodies.

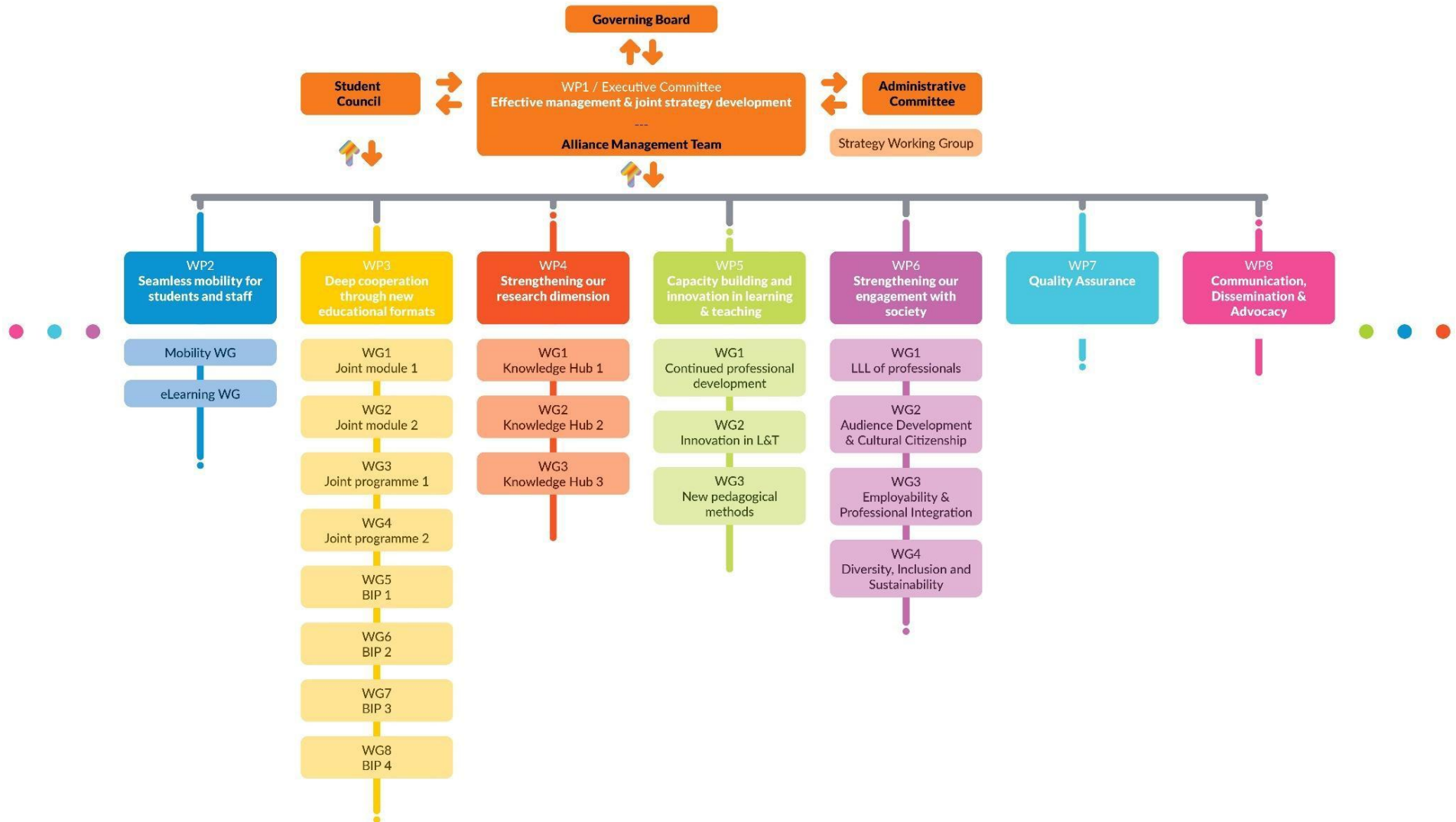
The **Administrative Committee** provides consultancy on the implementation of the alliance administrative and financial procedures, assisting in joint resolution of administrative obstacles and issues that may occur.

## Overview of Terms of Reference for Consortium Bodies

	<b>Governing Board</b>	<b>Executive Committee</b>	<b>Alliance Management Team</b>	<b>Student Council</b>	<b>Administrative Committee</b>	<b>Work Package Committees</b>	<b>Working Groups</b>
<b>Role</b>	Highest decision-making body of the consortium	Monitoring the individual and overall implementation of the Alliance	Supporting the practical implementation of all activities. Implementation of all policies developed by the alliance	Representing the students' voice to the governance bodies	Providing consultancy on the implementation of the alliance administrative and financial procedures	Development, implementation and monitoring of the deliverables of the WPs	Conducting specific tasks related to the deliverables
<b>Composition</b>	<ul style="list-style-type: none"> <li>- Highest representative of all partner universities (rector/director)</li> <li>- One vice-rector or equivalent</li> <li>- One student per university (In attendance:               <ul style="list-style-type: none"> <li>- Alliance Secretary General</li> <li>- Alliance Administrative Manager)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- One representative per partner institution - Two students representing the Student Council (In attendance:               <ul style="list-style-type: none"> <li>- Alliance Secretary General</li> <li>- Alliance Administrative Manager)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Alliance Secretary General</li> <li>- Alliance Administrative Manager</li> <li>- Institutional Alliance Managers</li> </ul>	Two students per each partner institution	<ul style="list-style-type: none"> <li>- Heads of administrative and financial offices from all partner institutions</li> <li>- Alliance Administrative Manager</li> <li>- Alliance Secretary General</li> </ul>	<ul style="list-style-type: none"> <li>- One academic and/or administrative staff member per partner institutions, with recognised and valuable professional experience on the work package topic</li> <li>- One student representing the Student Council</li> </ul>	Experts nominated by the institutions or selected through open calls for proposals for specific tasks related to the deliverables
<b>Decision-making</b>	Consensus Two-third qualified majority if Governing Board cannot reach consensus	Consensus Governing Board is responsible to find an agreement if the Executive Committee cannot reach consensus	Not applicable	Decision-making procedures to be determined by the SC	Not applicable	Consensus Executive Committee is responsible to find an agreement if the Work Package Committee cannot reach consensus	Not applicable
<b>Frequency of meetings</b>	Twice a year	At least every two months		At least three times a year	At least twice a year	At least four times a year, but more often if desired	According to WG schedule



IN.TUNE Governance Structure organigram and decision-making



## Governing Board

### Role and responsibilities

The Governing Board is the highest decision-making body of the consortium. It is responsible for approving:

- a) the initial or modified composition of the WP Committees and Working Groups,
- b) all types of policy documents, such as frameworks, Position Papers, strategies and other publications of the alliance,
- c) interim and final content and financial reports of each WP,
- d) any modification of the composition of the alliance that may affect its strategic orientations and operational capacities.

The Governing Board is also mandated to act for conflict resolution and risk management.

### Decisions of the Governing Board

The Governing Board shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the Governing Board:

#### *Content, finances and intellectual property rights*

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority such as changes resulting from suggested reallocation of tasks and budget by the Executive Committee
- the percentage of work package completion per work package as well as per partner institution to be reported to the Granting Authority based on the assessment by the Executive Committee regarding the individual performance of a partner university in case of non-completion of work packages

#### *Evolution of the consortium*

- Entry of a new partner university to the Alliance and approval of the settlement on the conditions of the accession of such a new partner
- Withdrawal of a partner institution from the Alliance and the approval of the settlement on the conditions of the withdrawal
- Proposal to the Granting Authority for a change of the Coordinator
- Proposal to the Granting Authority for suspension of all or part of the Alliance
- Proposal to the Granting Authority for termination of the Alliance and the Consortium Agreement

### *Breach, defaulting party status and litigation*

- Identification of a breach by a partner institution of its obligations under this Consortium Agreement or the Grant Agreement
- Declaration of a partner institution to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Termination of a Defaulting Party's participation in the consortium and measures relating thereto

### Members of the Governing Board

The Governing Board consists of the highest representatives of all eight partner universities, one Vice-Rector (or equivalent) per university, one student per university, and the Alliance Secretary General and Alliance Administrative Manager in attendance.

The Alliance Coordinator chairs all meetings of the Governing Board, unless decided otherwise by the Governing Board.

The partner universities agree to abide by all decisions of the Governing Board. The list of Governing Board members is provided in the Annex 1 of this document.

### Meetings, operational procedures and expected workload

#### *Representation in meetings*

Any Member:

- shall be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- shall participate in a cooperative manner in the meetings.

#### *Preparation and organisation of meetings*

##### *Convening meetings*

The chairperson convenes ordinary meetings of the Governing Board at least once every six months and also convenes extraordinary meetings at any time upon written request of any Member.

##### *Notice of a meeting*

The chairperson gives written notice of a meeting to each Member as soon as possible and no later than 14 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

##### *Sending the agenda*

The chairperson prepares and sends each Member an agenda no later than 14 calendar days preceding the meeting, or 7 calendar days before an extraordinary meeting.

### *Adding agenda items*

Any agenda item requiring a decision by the Members must be identified as such on the agenda. Any Member may add an item to the original agenda by written notice to all of the other Members no later than 7 calendar days preceding the meeting and 2 days preceding an extraordinary meeting.

During a meeting of the Governing Board the Members present or represented can unanimously agree to add a new item to the original agenda.

Meetings of the Governing Board may also be held by tele- or videoconference or other telecommunication means. Decisions are only binding once the relevant part of the minutes has been accepted.

### *Decisions without a meeting*

Any decision may also be taken without a meeting if:

- a. the Secretary General, mandated by the Coordinator, circulates to all Members of the Governing Board a suggested decision with a deadline for responses of at least 10 calendar days after receipt by a partner institution and
- b. the decision is agreed by two-thirds of the Members.

The Coordinator informs all the Members of the outcome of the vote.

The decision are binding after the Coordinator sends a notification to all Members. The Coordinator keeps records of the votes and makes them available to the partner institutions on request.

### *Voting rules and quorum*

The Governing Board does not deliberate and decide validly in meetings unless two-thirds (2/3) of its Members are present or represented (quorum). If the quorum is not reached, the chairperson of the Governing Board convenes another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson convenes an extraordinary meeting which is entitled to decide when half (1/2) of Members is present even if less than the quorum of members is present or represented.

Each member present (either in person or by teleconference) or represented in the meeting has one vote. A partner university which the Governing Board has declared to be a Defaulting Party may not vote.

The partners should strive for consensus as a basic decision-making mechanism. If consensus cannot be reached, decisions are taken by a majority of two-thirds (2/3) of the votes cast.

In addition, any decisions leading to an amendment to the Grant Agreement (to be submitted by the Coordinator on behalf of all Parties in line with the Accession Documents in Annex 3 of the Grant Agreement) will be subject to an unanimous decision of all Parties represented by their legal representative.

### *Minutes of meetings*

The chairperson is responsible for taking minutes of each meeting which are the formal record of all decisions taken. The chairperson sends draft minutes to all Members within 10 calendar days of the meeting.

The minutes are considered as accepted if, within 15 calendar days from receipt, no partner institution has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice.

The chairperson sends the accepted minutes to all the Members, and to the Coordinator, who retain copies of them.

In terms of workload, the Governing Board is estimated to represent 4 days of work per person per year.



## Executive Committee

### Role and responsibilities

The Executive Committee stands as Work Package 1 Committee.

The Executive Committee is responsible for:

- Keeping track of the effective and efficient implementation of the Alliance, both with regards to management and all content-related issues based on the Consortium Plan, particularly regarding the completion of the work package activities in tasks and deliverables of each partner institution, as referred to in Section 6.5. of the Consortium Agreement;
- Exploring suggestions of Executive Committee members for the reallocation of tasks and budget in work packages;
- Making suggestions for amendments to Annex 1 and Annex 2 of the Grant Agreement to the Governing Board, especially if restructuring is required to enable the finalisation of non-completed work packages or in case of termination of a partner institution;
- Assessing reports, which have been compiled by the Work Package Chairs based on Internal Progress Reports as referred to in Section 4.4.1. of the Consortium Agreement;
- Assessing the status or completion of each work package and preparing the periodic reporting to the Granting Authority for the work packages together with the Coordinator;
- Request payment instalments to the Coordinator according to the outcomes of these assessments, as referred to in Section 7.2.2 of the Consortium Agreement;
- Supporting the Coordinator in preparing meetings with the Granting Authority and in preparing related information and deliverables;
- Supporting the Coordinator in preparing meetings of the Governing Board;
- Supporting the Coordinator in the collection of information regarding the termination report and amendment procedures in case of termination of a partner institution's participation.

### Members of the Executive Committee

The Executive Committee consists of one member from each of the partner institutions and two students representing the Student Council, with the Alliance Secretary General and Alliance Administrative Manager in attendance.

The list of the Executive Committee members is provided in the Annex 1 of the internal Governance Structure document.

### Decision-making

The Executive Committee members should strive for consensus as a basic decision-making mechanism. The Governing Board is responsible to find an agreement if the Executive Board does not reach consensus.

### Meetings and expected workload

The Coordinator chairs all meetings of the Executive Committee, unless decided otherwise by a majority of the Executive Committee.

The chairperson convenes ordinary meetings of the Executive Committee at least every two months (of which twice a year in-presence), and also convenes extraordinary meetings (upon proposal of one member) at any time if needed for consortium plan implementation.

Meetings of the Executive Committee are usually held by tele- or videoconference or other telecommunication means.

The chairperson of the Executive Committee meetings is responsible for taking minutes of each meeting. The chairperson shall send draft minutes to all members within 15 calendar days of the meeting. The minutes are considered as accepted if, within 15 calendar days from receipt, no member has sent an objection to the chairperson with respect to the accuracy of the draft minutes by written notice. Minutes of Executive Committee meetings, once accepted, are sent by the Coordinator to the Governing Board Members for information.

In terms of workload, the Executive Committee is estimated to represent 18 days of work per person per year and 30 days per year for the Chair.

## Work Package Committees

### Role and responsibilities

The Work Package Committees (one for each work package) are responsible for:

- Setting up internal management procedures for their respective work packages;
- Discuss and decide on content issue relevant to the Work Packages. It is the Work Package Chair's responsibility to facilitate the discussions and the agreement on decisions made.
- Preparing regular reports on progress and developments for the other governance bodies and especially the Governing Board, in collaboration with the Executive Committee;
- Development and implementation of the deliverables of the WP and their monitoring, making use of the quality arrangements and tools of the alliance;
- Working closely with the Alliance Secretary General, the Alliance Administrative Manager and the Institutional Alliance Managers in each institution to ensure a smooth implementation;
- Taking responsibility for the dissemination of the milestones and deliverables in their own institutions;
- To set up working groups within the work packages based on the nominations of experts by the institutions or through open call for proposals for specific tasks related to the deliverables.

### Members of the Work Package Committees

The Work Package Committees (one for each work package) are composed of academic and/or administrative staff members, one from each of the partner institutions, with recognised and valuable professional experience on the work package topic, and one student proposed by the Student Council.

The list of all Work Package Committees' members is provided in Annex 1 of this document.

### Meetings and expected workload

The Work Package Committees shall meet at least four times a year (of which once or twice in-presence, according to the budget) to discuss the progress of their WP and its activities.

The Work Package Chairs shall meet together at least every two months online, in presence of the Alliance Management Team, to exchange experiences and oversee cooperation between Work Packages.

In terms of workload, each WP Committee is estimated to represent 18 days of work per person per year and 30 days per year for the Chair.



## Alliance Management Team

### Role and responsibilities

The Alliance Management Team supports the practical implementation of the activities in all work packages and supervises and coordinates all alliance activities at institutional level in consultation with other members of the managerial team.

The Alliance Management Team is responsible for:

- Implementing all policies developed as part of thematic area 4 (Alliance Governance & Cooperation).
- Supervising and coordinating all alliance activities at institutional level in consultation with other members of the managerial team.
- Supporting the practical implementation of the activities in all work packages.
- Editing and validation of any report or policy document needed to be submitted either to the Executive Committee or to the Governing Board, concerning the design and implementation of technical procedures and tools.
- Acting as a think-tank on how technical procedures and features could be taken forward in the future sustainability plan.
- In the role of Institutional Alliance Managers, supervising, coordinating and supporting all alliance activities at institutional level in consultation with other members of the managerial team.
- Representing the alliance in relevant institutional and international fora and events.

### Members of the Alliance Management Team

The Alliance Management Teams is comprised of the Alliance Secretary General (SG), the Alliance Administrative Manager (AAM) and the Institutional Alliance Managers (IAM).

The list of the Alliance Management Team members is provided in Annex 1 of the internal Governance structure document.

#### *Alliance Secretary General*

The Alliance Secretary General, reporting to the Governing Board and Executive Committee, is appointed by the Executive Committee at the approval of the Governing Board. The SG oversees, in conjunction with the AAM, the IAMs and the Work Package Committees, the efficient management of the alliance (including finances, communication, general planning, deliverables and personnel management), and chairs the Alliance Management Team. The SG also oversees the ongoing development and timely implementation of deliverables, and their reporting. The SG provides support and advise to the Consortium Bodies on issues requiring their decision and ensuring the faithful implementation of decisions reached by these Bodies. The SG is also responsible for developing and implementing strategies to ensure that IN.TUNE stays well connected with its (associate) partners, their needs and expectations and for developing and implementing strategies that support IN.TUNE in its aim to reach long-term sustainability in terms

of finances, purpose and scope. The SG represents IN.TUNE towards the Project Officer, the EACEA and the European Commission, and at major internal events and raising its profile externally by making presentations at events connected with music & arts, higher education, European policy and the cultural sector.

A detailed job description is available. The (full time) position of Alliance Secretary General may be divided over more than one person if this is seen as desirable from the perspective of the Alliance.

#### *Alliance Administrative Manager*

The Alliance Administrative Manager (AAM), reporting to the Secretary General, is appointed by the Executive Committee at the approval of the Governing Board. The AAM, in conjunction with the Secretary General, the Institutional Alliance Managers and the Work Package Chairs, contributes to and supports the efficient management of the alliance (including finances, communication, general planning, deliverables and personnel management), an efficient reporting, both internally and externally, the professional organisation of all regular meetings in the alliance and the development of all internal and external communications (in close cooperation with Work Package 8), including the website, publications and archives. He/she supports the ongoing development and timely implementation of deliverables and has the responsibility to keep track of reporting about the deliverables on the EU Portal, to manage the Portal of the EU and assume other administrative duties.

A detailed job description is available. The (full time) position of Alliance Administrative Manager may be divided over more than one person if this is seen as desirable from the perspective of the Alliance.

#### *Institutional Alliance Managers*

Each partner institution appoints one Institutional Alliance Manager. This Institutional Alliance Manager coordinate and monitor its institutions' contribution to the Alliance. The Institutional Alliance Manager communicates regularly with all participants from its own institution within the Work Package Committees and Working Groups, and the SG and AAM. The Institutional Alliance Manager is also responsible to support the Work Package and chairs that has been assigned to its own institution. They play an active role by being part of the quality assurance procedures in the Alliance and by bringing in the institution's voice and institutional needs in the discussion on the overall developments of the Alliance.

### Meetings and expected workload

The Alliance Management Team meets weekly on its own, and with the different decision-making and developmental groups within the alliance, on a regular basis.

The meetings are usually held by tele- or videoconference or other telecommunication means.

In terms of workload, the eight Alliance Managers (half-time positions) represent 108 days of work per person per year.

## Student Council

### Role and responsibilities

The Student Council is responsible for:

- Representing the students' voices to the governance bodies, by reporting on the latter's' views, needs and wishes concerning the design and implementation of the alliance.
- Assigning a student representative to each Work Package Committee.
- Coordinating the communication and dissemination of the alliance activities to the students of the partner institutions in collaboration with the Institutional Alliance Managers.
- Providing consultancy on the participation of students in alliance activities, e.g. looking at calls for proposals and be part of the co-creation of the frameworks and policies developed by the alliance.
- Representing the alliance in institutional and international students' fora and events.

### Members of the Student Council

The Student Council is composed of two students from each partner institution, one of which represents the Council to the Governing Board.

The list of the Student Council members is provided in Annex 1 of this document.

### Meetings

The Student Council meets at least three times a year, of which once in presence.

### Decision-making

Student Council decides on internal decision-making and organisation on their own.

## Administrative Committee

### Role and responsibilities

The Administrative Committee is responsible for:

- Assisting in addressing operational challenges that relate to administrative and financial procedures;
- Providing consultancy on the implementation of the above activities, in order to jointly resolve administrative obstacles and issues that may occur;
- Acting as a think-tank on how administrative and financial procedures could be taken forward in the future sustainability plan.
- Keeping a close contact with the members of the Alliance Management Team at both institutional levels and central alliance level.

### Members of the Administrative Committees

The Administrative Committee is comprised of heads of administrative and financial offices from each partner institution, the Alliance Administrative Manager and the Alliance Secretary General.

The list of the Administrative Committee members is provided in Annex 1 of this document.

### Meetings

The Administrative Committee meets at least twice a year, of which once in-presence.



## Working Groups

### Role and responsibilities

The Working Groups are set up within the work packages to carry on specific tasks related to the deliverables.

A general template for a call for participation in the WGs is provided in Annex 2 of this document.

### Members of the Working Groups

The Working Groups are comprised of teachers and students from the partner institutions. They are set up within the work packages, based on the nominations of experts by the institutions, or through open call for proposals for specific tasks related to the deliverables.

### Meetings

The Working Groups meet according to need and at least once a year (of which once in presence), according to the tasks and timeline for deliverables, to discuss the progress of their group and its activities.



## Internal Reporting in the Alliance Governance Structure

Internal Progress Reports should allow for an assessment of the status or completion of each work package in order to enable effective monitoring. The various types of Internal Progress Reports and to whom these reports should be submitted for approval and monitoring processes, are shown in this table:

<b>Consortium Body</b>	<b>Reporting to</b>	<b>Template to be used</b>
<b>Working Groups</b>	Work Package Committees	Meeting minutes report
<b>Work Package Committees</b>	Alliance Management Team / Executive Committee -> Governing Board	<ul style="list-style-type: none"> <li>- Meeting minutes report</li> <li>- Periodical (6 months) work package progress report</li> <li>- Annual work package report</li> <li>- Template for documents for deliverables</li> </ul>
<b>Work Package 7 Committee</b>	Alliance Management Team / Executive Committee -> Governing Board	<ul style="list-style-type: none"> <li>- All the above</li> <li>- Annual internal evaluation reports on work packages</li> </ul>
<b>Executive Committee / Work Package Committee 1</b>	Governing Board	<ul style="list-style-type: none"> <li>- Meeting minutes report</li> <li>- Periodical (6 months) work package progress report</li> <li>- Annual work package report</li> <li>- Template for documents for deliverables</li> </ul>
<b>Alliance Management Team</b>	Executive Committee -> Governing Board	<ul style="list-style-type: none"> <li>- Progress reports, as a basis for Executive Committee/Work Package Committee 1 periodical (6 months) and Annual work package progress reports</li> </ul>
<b>Administrative Committee</b>	Alliance Management Team / Executive Committee -> Governing Board (available to Work Package Committees as well)	Meeting minutes report
<b>Student Council</b>	Alliance Management Team / Executive Committee -> Governing Board (available to Work Package Committees as well)	Meeting minutes report