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IN.TUNE

Innovative Universities in Music and Arts in Europe

IN.TUNE Governance & Management Framework

Effective management & joint strategy development (WP1)

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Introduction to the Context

IN.TUNE

The European University Alliance [IN.TUNE – Innovative Universities in Music & Arts in Europe](#) brings together eight universities across the continent, committed to the development of a joint long-term strategy for excellence in education, research, innovation and service to society. This strategy is built on a shared perspective on our institutions' roles within society, a joint vision and approach towards deep institutional cooperation, and a shared dedication to the European values of diversity, democracy, and social and human rights. Through the establishment of IN.TUNE, we aim to:

- Build an effective, systemic and sustainable framework for deep institutional cooperation, drawing on our previous and existing collaborations to drive transformational change across our institutions.
- Strengthen, through this deep institutional cooperation, artistic and educational innovation and research, not only within our institutions but also throughout the higher music education sector and the broader cultural and creative sector industries, providing students and professionals with unique educational opportunities that will improve their ability to access, create and maintain sustainable careers.
- Play an active role in shaping the future of our sector and our societies by addressing contemporary educational, professional, societal, technological and ecological challenges. Together, through the joint creation of forward-looking institutional environments, we will empower students and staff to engage with these challenges through their creative work, both at the institutional and transnational levels.

Work Package 1: Effective management & joint strategy development

Effective Management & Joint Strategy Development (Work Package 1) focuses on establishing a comprehensive IN.TUNE Governance & Management Framework, featuring a structured governance architecture, a cooperation agreement for decision-making and financial management, and a detailed risk management strategy. Additionally, it will develop an IN.TUNE Future Strategy, which includes a strategy paper on the role of higher music education in society and a sustainability plan to ensure the long-term viability of the frameworks and activities initiated, alongside proposals for expanding the alliance.

Executive Summary

The IN.TUNE Governance and Management Framework (Deliverable D1.1) sets up a system and arrangements aiming to ensure the efficient management of the alliance by providing a clear governance structure with transparent decision-making procedures, a partnership agreement, and monitoring and reporting processes.

It consists of the following elements:

- *Governance structure* with the Alliance Organigram, with interconnected alliance bodies, boards, student councils, committees and working groups, involving stakeholders at different levels in all institutions, including a strong student engagement, and terms of reference for the clear distribution of tasks, roles and responsibilities, and methods for internal communication;
- *The Alliance Consortium Agreement*, outlining a framework for internal cooperation, decision-making, and financial management;
- *Protocol on financial rules and procedures*, as a financial management system which includes protocols for payments, pre-financing and budgeting and monitoring of expenditure for each work package, as well as financial data of all partners necessary for financial transactions;
-

- **Risk Management Strategy**, specifying the risks and defining the actions and procedures to avoid them.

The IN.TUNE Governance and Management Framework is carefully designed to support and actualize the alliance's aims and vision, as expressed in the **IN.TUNE Joint Vision Statement**. Its interconnected elements establish a strong foundation for fostering systemic and sustainable transnational institutional cooperation, enabling transformative changes rooted in the history of collaboration among partners. Moreover, by embedding principles of collaboration, transparency, and accountability, the Framework supports the institutions' ability to lead and innovate within the higher music education and cultural sectors.

To ensure efficient management and strategic development within the alliance, **the methodology** for developing IN.TUNE Governance and Management Framework included a thorough review and analysis of the alliance application, existing practices and experiences within partner institutions, guidance from the European Education and Culture Executive Agency (EACEA), and good practices from other alliances. This approach was complemented by the active involvement of all partners and stakeholders through consultations and thematic meetings, followed by the development, review, and adoption of the IN.TUNE framework. The process was inclusive and iterative, ensuring consensus and responsiveness to feedback, leading to the successful approval and implementation of key outputs, such as IN.TUNE Governance structure, Consortium Agreement, Protocol for financial rules and procedures and the Risk Management Strategy, all of which will be explained in more detail in this document.

The work process, with tasks, steps taken, and milestones reached, is shown in *Figure 1: Roadmap for IN.TUNE Governance and Management Framework*.

Creating the alliance's governance and management framework required navigating a few **challenges** and adapting to evolving needs. Elaborate negotiations were undertaken with partners to tailor the Consortium Agreement to align with the alliance's specific needs while accommodating diverse institutional and national rules and legislation. Although these negotiations did not delay the adoption and signing of the Agreement, they underscore the complexity of aligning diverse frameworks. Additionally, the Risk Management Strategy was expanded to include three new risks – inflation, cybersecurity threats, and environmental sustainability – based on the Executive Committee's feedback, reflecting the impact of global challenges. Furthermore, three potential challenges to effective governance were identified: ensuring robust financial management under the lump-sum funding model, balancing the dual approach of long-term institutional cooperation ambition of the Alliance with the European Commission's project-based methodology, and closely related to that, managing the tension between short-term deliverables and long-term strategic goals, which necessitates time for developing sustainable strategies. These will be continually addressed in the future to confirm the alliance's adaptive, resilient and forward-looking governance and management.

The IN.TUNE Governance structure, Protocol for financial rules and procedures, and Consortium Agreement were approved and adopted by all relevant consortium bodies within the first six months of the alliance. The IN.TUNE Consortium Agreement was further approved at the Governing

Board meeting held at the coordinating institution, Norwegian Academy of Music in Oslo, on 17 June 2024 and signed by leaders of all partner universities. The Risk Management Strategy was approved and adopted in December 2024.

The IN.TUNE Governance and Management Framework provides a comprehensive blueprint for operational coherence, decision-making, and adaptive management while also aligning with the alliance's long-term objectives and vision. Its **future use** includes providing operational consistency, supporting continual evaluation and responsiveness to emerging challenges, such as technological advancements, educational reforms, or societal shifts, and strategic alignment of all future activities and policies with the overarching goals of the alliance. It will further be utilized for the development of the Future Strategy and the Alliance Sustainability Plan by grounding it in the established governance principles, financial management, risk assessment, institutional collaboration practices and stakeholder engagement, all of which are critical for long-term strategic planning. In this way, the IN.TUNE Governance and Management Framework becomes both a practical tool for today and a strategic asset for tomorrow.

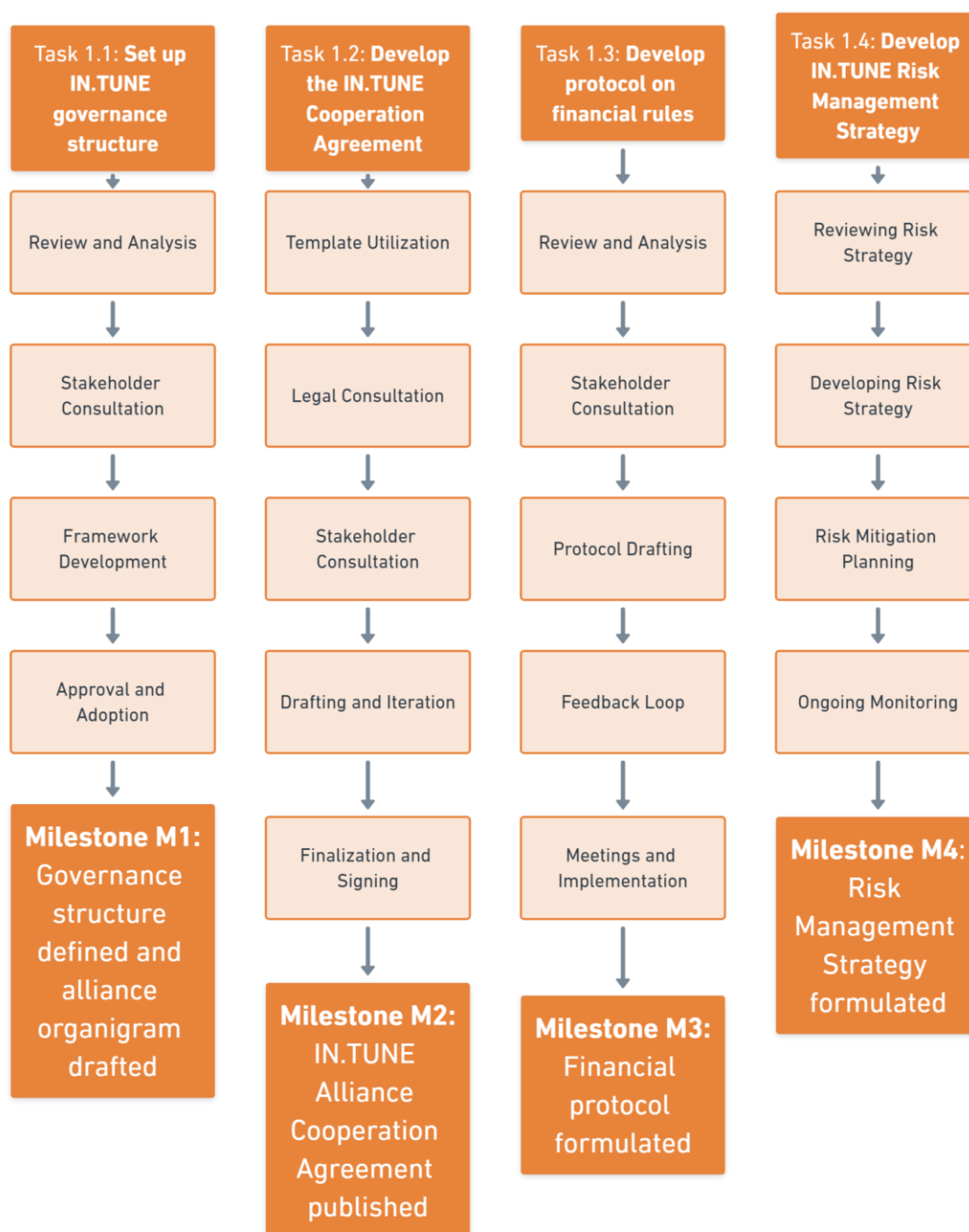


Figure 1: Roadmap for IN.TUNE Governance and Management Framework

IN.TUNE Governance & Management Framework

Deliverable D1.1, WP1: Effective management & joint strategy development

Governance structure

The IN.TUNE Governance structure provides information on the Alliance's effective management framework, which involves stakeholders at different levels in partner institutions through interconnected boards, councils, committees and working groups. Additionally, it describes the composition, roles, tasks, and responsibilities of the alliance governing bodies.

The IN.TUNE Governance structure model is created to ensure a flexible and efficient alliance in which all partners complement each other and work 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 organisational structure of the consortium comprises the following Consortium Bodies, namely the main decision-making, management or consultative bodies as stipulated in the Consortium Agreement, which are described further in this document:

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

Since the beginning of the application process, IN.TUNE alliance has 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 all levels of the alliance's implementation.

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

Strong student representation and involvement in the governance structure should be particularly highlighted. In addition to the Student Council, which consists of two students from each partner university, students make up a third of the Governing Board membership, with equal voice to the

rest. Equal voting rights for students ensure a more democratic governance structure, demonstrating that students are among the essential stakeholders. This participation also prepares them for future roles in leadership by providing valuable experience in governance structures, equipping them with skills and experiences beyond the traditional academic outcomes. Additionally, each topical work package has a student member on their committee, bringing student perspectives into the work package activities and developments. This inclusion allows students to directly influence the content and delivery of all relevant activities across the alliance.

With regard 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 financial, structural and organisational commitment at the highest institutional level. The engagement of all stakeholders at other levels and their active involvement in the co-creation of the alliance activities furthermore contribute to developing a strong sense of shared ownership within the alliance.

Roles and responsibilities of consortium bodies

The management of the alliance is carried out by the Consortium Bodies, which are the decision-making, consultative, and executive entities, each assigned specific roles, tasks, and responsibilities.

The organisational structure of the consortium comprises the following:

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.

Terms of Reference for Alliance Bodies

	Governing Board	Executive Committee	Alliance Management Team	Student Council	Administrative Committee	Work Package Committees	Working Groups
Role	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 work packages	Conducting specific tasks related to the deliverables
Composition	- Highest representative of all partner universities (rector/director) - One vice-rector or equivalent - One student per university (In attendance: - Alliance Secretary General - Alliance Administrative Manager)	- One representative per partner institution - Two students representing the Student Council (In attendance: - Alliance Secretary General - Alliance Administrative Manager)	- Alliance Secretary General - Alliance Administrative Manager - Institutional Alliance Managers	Two students per each partner institution	- Heads of administrative and financial offices from all partner institutions - Alliance Administrative Manager - Alliance Secretary General	- One academic and/or administrative staff member per partner institutions, with recognised and valuable professional experience on the work package topic - One student representing the Student Council	Experts nominated by the institutions or selected through open calls for proposals for specific tasks related to the deliverables
Decision-making	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 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
Frequency of meeting	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 flow

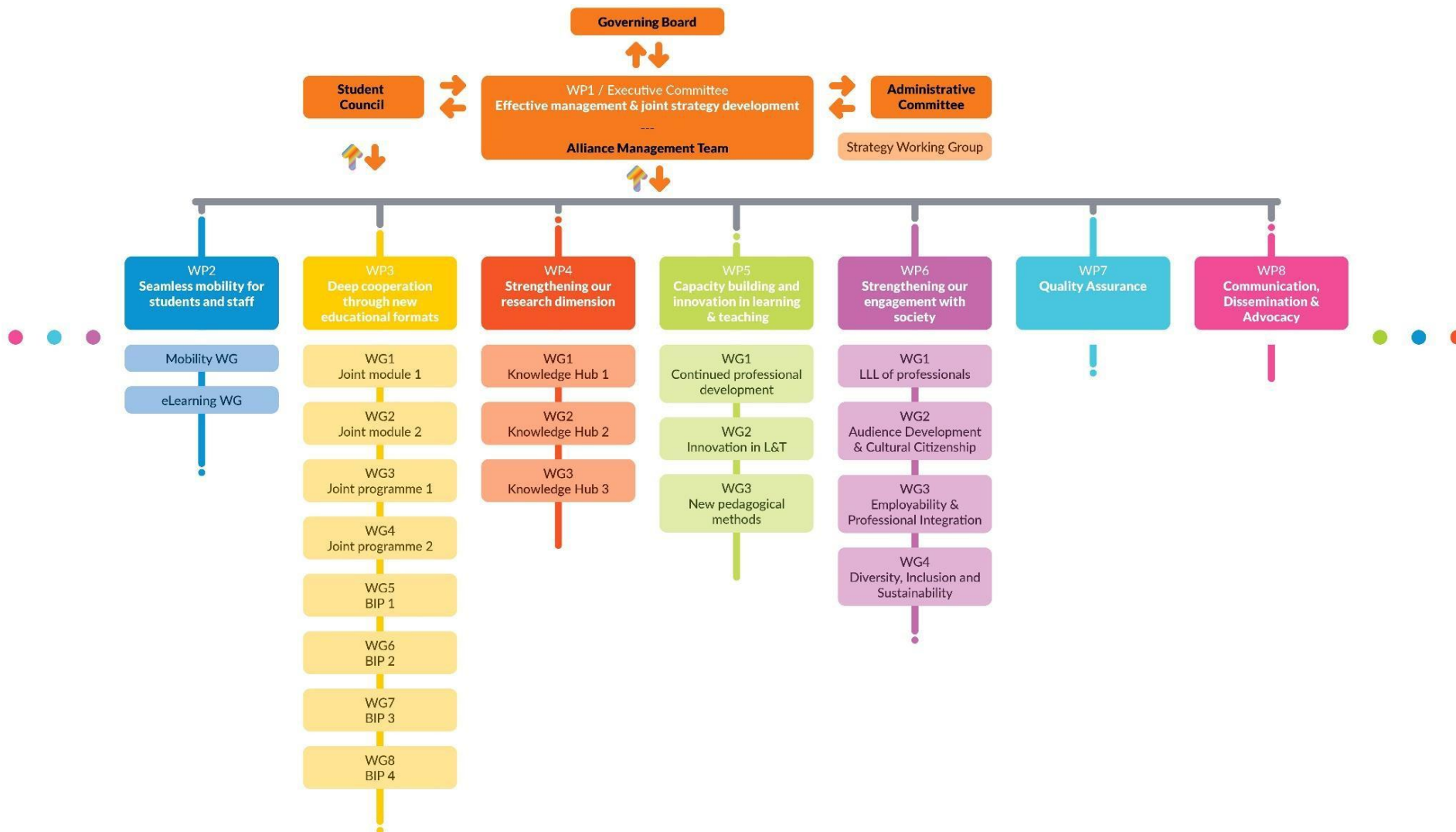


Figure 3: IN.TUNE Alliance Organigram

Consortium Agreement

The IN.TUNE Consortium Agreement formalizes the partnership between the eight IN.TUNE partner universities wishing to specify or supplement binding commitments among themselves in addition to the provisions of the specific Grant Agreement signed by the partners and the European Education and Culture Executive Agency (EACEA) as the Granting Authority of ERASMUS+ Programme (2021-2027). It governs the collaboration for the alliance implementation period from January 2024 to December 2027, covering the execution period of the Grant Agreement, which is from the date of the signature of the Grant Agreement until the final payment or recovery following the acceptance of the final report by the Granting Authority.

Whereas the Grant Agreement regulates the relationship between the Granting Authority and the Alliance partners, the purpose of the Consortium Agreement is to specify the relationship between the partner organizations within the Alliance, in particular concerning the organisation of the work between the partners, the management of the Alliance and the rights and obligations of the partner universities.

Cooperation in the alliance aims to fulfil the Alliance's mission and vision, as described in the IN.TUNE Joint Vision Statement signed by all partner universities in the Annex.

Overview of the Agreement structure

The Alliance Cooperation Agreement provides a broad framework for:

- **Operational framework and responsibility**, including the agreement's timeline, the roles and obligations of participants, and mechanisms for ensuring compliance and accountability.
- **Collaboration structure**, defining the roles, governance, and responsibilities of the participating institutions, committees, and working groups, and outlining governing consortium bodies such as the Governing Board, Executive Committee, Work Package Committees, and Alliance Management Team.
- **Funding and financial provisions**, detailing the distribution and management of the grant funds, including lump-sum contributions, reporting requirements, and penalties for non-compliance.
- **Results Management, Intellectual Property, and Data Protection Policies**, focusing on handling work results and outcomes, protecting intellectual property, promoting transparency through dissemination, and safeguarding confidentiality and personal data.

Moreover, the Agreement addresses sustainability and long-term vision by including provisions for institutional and financial sustainability beyond the project's timeline, promoting continuous collaboration.

Protocol on financial rules and procedures

The IN.TUNE **Protocol on financial rules and procedures** was developed to ensure transparent and efficient financial management within the Alliance and support equitable fund distribution, accountability, and sustainability.

The IN.TUNE **financial provisions** are stipulated by the Consortium Agreement. They are consisted of general principles, such as those on the distribution of financial contributions, justifying lump sum contributions, funding principles, excess payments and financial consequences of the termination of the participation of a Party, as well as rules and regulations for payments and payment modes.

The structured payment processes additionally encourage timely reporting and adherence to budgetary constraints, enabling the Alliance to achieve its objectives while maintaining fiscal responsibility. Additionally, mechanisms to address excess payments, non-compliance, or default protect the financial integrity of the partnership.

In addition to the IN.TUNE's financial principles, a **set of financial rules and procedures** were adopted to govern the distribution and management of the alliance's budget. They were designed to ensure transparency, fairness, and effective use of grant funding.

Moreover, three specific tools have been developed to support these financial principles. The three tools are designed to serve the following purpose:

- *Requests for reimbursement and pre-financing.* This tool is used for monitoring the costs for **activities** and **travels**, per institution and Work Package.
- *Monitoring Tool.* The tool is designed to monitor the use of the funds for **staff costs** to ensure that institutions put in the efforts stipulated in the alliance budget for the successful implementation of all agreed tasks within the Alliance.
- *Alliance budget and expenditure.* The document is a tool for calculating **yearly budgets** and **monitoring expenditures** in the Alliance.

Financial Principles

The budget is divided into staff costs, travel costs, and activity costs. Staff costs are further differentiated based on four cost unit categories: 1) high management staff, 2) middle management staff, 3) teaching and research staff, and 4) administrative and technical staff. The funds for the Financial Manager are allocated to the coordinator, while funds for the Secretary General and the Alliance Administrative Manager follow the institution where the people occupying the positions are employed.

The budget will be used to distribute the grant between partners without taking inflation effects into account. All pre-financing and reimbursement calculations are made according to the budgeted direct costs.

The financial principles outline how indirect costs, own contribution, and inflation are to be handled. Certain types of costs, such as activity costs and management positions, are fully covered by the grant, whereas others are subject to own contribution from the institutions.

Financial tools

In addition to these principles, the Alliance has also developed three tools to support the financial monitoring of the Alliance budget and expenditures:

Monitoring tool

A significant part of the Alliance budget is directed to **staff costs**. Therefore, a tool has been developed to monitor the use of staff costs in the Alliance by keeping track of the progress of each work package and helping the work package lead monitor the input from all group members. If a task, milestone, or deliverable is not met on time, this tool can provide valuable information regarding the staff effort and work done to reach the deadline.

The tool is updated regularly and is available for all committee members at any time. The Executive committee will follow the progress of each work package.

Requests for reimbursement and pre-financing

This tool monitors the costs for **activities** and **travels**, by institution and by Work Package. Following the principles of the Alliance on justified costs for travel and activities, this tool will serve as a basis for the information included into the Alliance budget and expenditure. This tool outlines the procedure for requesting refunds and pre-payments and also serves as the basis for the distribution of funds for travel and activities for Alliance partners.

Expenditure and yearly budget

This tool is designed to monitor the expenditures and yearly budgets of the Alliance. Information from the two other tools serves as a basis for monitoring the expenditures and calculating the yearly budgets of IN.TUNE. Each institution will also find valuable information on their yearly estimated budget for the Alliance that can be used when developing their institutional budgets for the upcoming year.

Financial data

The coordinator is responsible for collection of financial data of all partners (e.g. bank accounts details, TVA numbers and rules) necessary for financial transactions. Security measures are implemented to ensure the safe transfer of funds between the coordinator and the partners.

The financial principles and tools are aimed at developing and communicating the protocol on financial rules and procedures, monitoring the expenditures, and ensuring transparency in the use of the grant. The Co-Secretaries General, in cooperation with the coordinator, the Executive Committee, and the Governing Board, will follow up on any need for later budget adjustments or adjustments to the principles, in line with the provisions of the Grant Agreement.

Risk Management Strategy

The IN.TUNE Risk Management Strategy details the risks, estimates their level based on their probability and potential impact on the alliance's strategic objectives, and identifies processes and control measures in place, along with further mitigation actions and measures to reduce the risks. It contains a tool for identifying risks, scoring them (to determine the most important ones), their management, and review.

Reviewing the risks in the initial Risk Management Strategy, which is part of the description of the alliance actions covered by the Grant Agreement, the Alliance Executive Committee and Governing Board identified three new risks stemming from current circumstances, shifts in global dynamics, and contemporary world transformation. Those are the risks related to Inflation and its impact on financial management, Cyber Security, and Environmental Sustainability, particularly the effect of the high mobility rates. The full list of risks is available in the Annex of this report.

The Risk Management Strategy identifies risks that highlight systemic, human, operational, and strategic challenges to the achievement of the IN.TUNE main vision and goals. They can be grouped into several interconnected categories, reflecting the overarching themes and their possible implications:

- **Organizational and coordination challenges** stemming from inefficiencies in communication, collaboration, and alignment within and between various alliance bodies and groups.
- **Human resources and motivation issues**, which pertain to challenges in recruitment, retention, and engagement of key participants.
- **Performance and deliverables**, where timeliness and quality of outputs could be at risk due to operational issues.
- **Strategic and sustainability risks**, affecting the alliance's long-term viability.
- **External perception and engagement**, involving issues of outreach and awareness.
- **Organisational risks**, inherent to the functioning of the alliance.

Many of them are interdependent. For example, a lack of coordination exacerbates delays in producing deliverables, which in turn impacts stakeholder engagement. Addressing them, therefore, requires integrated strategies that promote collaboration, enhance stakeholder engagement, and ensure both long-term impact and sustainability.

Principles of risk analysis

The IN.TUNE Risk Management Strategy is based on the following steps for each of the risks:



Figure 4: Risk analysis process

Identifying

A short overview of risks is available in the Annex of this document.

Scoring

'Gross risk' is calculated by multiplying coefficients on the scale from 1 to 5, expressing the level of probability (1 = rare, and 5 = almost certain), with those estimating the potential impact (1 = insignificant, 5 = catastrophic). However, the emphasis of the risk calculations lies in the discussions around them rather than their expression in numbers.



Figure 5: Scoring risks

Managing

This step includes considering mitigating actions and processes that might be applied to avoid or reduce the risk's probability and impact. Mitigation measures can also include sharing or transferring the risk, or accepting it.

Reviewing

After considering the mitigants, the likelihood and potential impact of each risk is reconsidered (with new rates). The risks that remain with a high “net score” after reviewing will be monitored more closely, compared to those with the low score.

The Risk Management Strategy will be used for continuous monitoring of the alliance's overall development. It will be reviewed as part of the systematic evaluation activities initiated within the Quality Assurance procedures and updated according to changes occurring during the alliance period.

ANNEX

IN.TUNE Joint Vision Statement

European University Alliance **IN.TUNE – Innovative Universities in Music & Arts in Europe** brings together eight universities across the continent, committed to the development of a joint long-term strategy for excellence in education, research, innovation and service to society. This strategy is built on a shared perspective on our institutions' roles within society, a joint vision and approach towards deep institutional cooperation, and a shared dedication to the European values of diversity, democracy, social and human rights.

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- **Play an active role** in shaping the future of our sector and our societies by addressing contemporary educational, professional, societal, technological and ecological challenges. Together, through the joint creation of forward-looking institutional environments, we will empower students and staff to engage with these challenges through their creative work, both at institutional and transnational level.



[READ THE COMPLETE IN.TUNE JOINT
VISION STATEMENT](#)

IN.TUNE Governance structure



[READ THE COMPLETE
IN.TUNE GOVERNANCE STRUCTURE AND
PARTNER INVOLVEMENT DOCUMENT](#)

Financial protocol

List of tools and documents supporting financial protocols and procedures

Tools for financial monitoring:

- *Requests for reimbursement and pre-financing* for monitoring travel and activities' costs
- *Monitoring Tool* for staff costs
- *Alliance budget and expenditure* for monitoring expenditures and calculating annual budgets

Supporting documents:

- Work package (annual and six-month) reports

Overarching alliance documents:

- Grant Agreement
- Consortium Agreement
- Governance structure and Partner involvement

IN.TUNE Risk Management Strategy

A short overview of risks

#	Risk name	Description
1	Lack of overall coordination	Overall coordination is failing to maintain good communication with stakeholders, disrupting inter-institutional collaboration. Participants struggle to identify roles and follow the division of tasks.
2	Failure to retain/recruit key and competent staff as Work Package Committees and Working Group members	The Alliance fails to recruit experts in specific fields, which impacts the quality of its content. Changes in the Work Package Committees and Working Groups negatively influence the consistency and path to the accomplishment of tasks, milestones, and deliverables. The combination of daily institutional duties and alliance tasks results in a heavy workload for participants, creating unhappiness and frustration.
3	Delays in deliverables	Work Packages are failing to accomplish tasks, milestones and deliverables on time.
4	Lack of collaboration between the Work Packages	Issues with the use of internal communication systems (e.g. MS Teams). Committees work too much in autonomy, ignoring the developments in other Work Packages.
5	Conflicts within the Work Packages or Working Groups or between them and the management structures	Internal conflicts within Work Package Committee or Working Group members. The vision between Work Package Chairs and alliance management structures is not aligned.
6	Difficulty in including and motivating students in the project	Students are the main focus of this alliance. Failing to involve them will negate the opportunity for the alliance to develop activities in a 'real' context. This might create a lack of motivation in WPs/WGs. The final evaluation of the alliance will suffer from this lack of direct student involvement. Lack of student involvement might lead WPs to act in ways that do take into account true student needs.
7	Difficulty in including and motivating broader staff members in the project	Staff members experience distance from the topics and lack motivation. Additionally, they could suffer from difficulties in dealing with the

		additional workload. Stakeholder priorities inside specific organisations might differ from what IN.TUNE is trying to achieve.
8	Failure to collect appropriate data or collection of an amount of data that is not manageable	Collecting data is problematic, complicating the formulation of inventories to inform further developments in IN.TUNE. Moreover, internal QA reports lack quantitative data/indicators. The strategic development and the creation of future alliance objectives are obstructed by missing information (both quantitative and qualitative).
9	Lack of awareness of project activities and results beyond partner institutions	IN.TUNE's activities stay limited inside the alliance boundaries only. External partners are unaware of the alliance's contents and developments.
10	Failure to engage associate partners	Associated partners are not being engaged, causing problems in achieving the deliverables.
11	Study boards might delay or hinder the formal recognition of the co-developed courses	Problems arise when implementing IN.TUNE activities in institutional curricula. Bureaucratic matters affect the integration of courses in terms of credits, goals, and recognition. Lack of space to add IN.TUNE's new educational activities to already full institutional curricula.
12	Failure to reach high mobility numbers both for students and staff	The strategic objective to substantially increase mobility numbers within the alliance does not materialise. Interest in mobility remains low, or students and staff prefer destinations outside IN.TUNE partners.
13	Changes in political context and priorities and difficulty of harmonisation of national legal and procedural frameworks	Increasingly euro-sceptic governments impact the future sustainability of the alliance. This could also affect (current) national funding and fragmentation of national accreditation systems, causing delays.
14	Failure to ensure the sustainability of the project's results	The alliance fails to formulate a viable sustainability strategy for its future and its results
15	Inflation and the risk of its impact on financial management	Potential actions could include support from external and other funds (making sure no double funding is applied for the same activities), as well as own contributions, combined with the strict financial monitoring of the use of the alliance funds.
16	Cyber Security	Cyber security – data security and digital content stability, as the alliance heavily relies on digital

		technology in its functioning. A cyber attack or a data leak might severely impact the continuation of the alliance.
17	Environmental Sustainability	The risk stems from the conflict between the need to reduce the alliance's impact on the environment, particularly increased carbon emissions, aligned with the alliance's organisational and EU environmental sustainability goals, and the requirement to ensure high mobility rates to meet the alliance objectives. Moreover, regular in-person meetings and visits across the alliance are crucial for the high-quality execution of its activities and deliverables but significantly increase its CO2 footprint. Potential impacts might include: - Increased greenhouse gas emissions due to frequent travel, affecting the alliance's CO2 footprint. - Reputational risk associated with non-compliance or insufficient alignment with sustainability standards, especially in light of increasing stakeholders and partners, and increased expectations around environmental responsibility.