STARS EU

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Why do European Universities Alliances need a legal status?

Work package 7 – Sustainable Model

Task 7.1 - Improve and expand the structure of the STARS European University Governance model/STARS EU Governance Charter

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PURPOSE

A legal statute for European Universities is important to mutualise their strengths together, make common strategic decisions, act together with a legal personality, and facilitate pooling together resources, activities and data. Such statute would facilitate deeper, long-term and flexible transnational co-operation, allowing the sharing of capacities, exchange of staff and the implementation of education programmes, with the aim to award at the level of the alliance a European degree.

European Commission, January 2022

It is believed that several activities carried out by European University Alliances (EUA) can be better ensured by creating a legal entity that can reinforce the sense of commitment and belonging.

To assess the actual need for a legal entity and its regulation, it is necessary to identify the activities that can best be carried out within the framework of a legal entity. This assessment must consider not only the activities that the EUA intends to develop (or the ones they already carry out) but also the activities that they may one day be responsible for. In other words, it must be chosen as a flexible legal tool.

CHALLENGES IN CURRENT GOVERNANCE MODELS

European Universities Alliance (EUA) research (2021)[1] on European University Alliances' governance models stresses the necessity of formal decision-making mechanisms. Likewise, the European Commission (EU) (2025)[2] transformational potential document identifies quality assurance, accreditation, and sharing of resources as the problems that alliances face without legal status. The European Universities Initiative (EUI) is intended to foster a more harmonised higher education system, but governance matters remain. The absence of a legal entity frequently restricts alliances in the management of resources, the solicitation of joint funding, and the implementation of uniform policies[3].

According to the report on the outcomes and transformational potential of the European Universities initiative, launched by the European Commission at the beginning of 2025, one of the barriers raised by stakeholders to the development of European University alliances is the lack of an appropriate institutionalised cooperation instrument for partnerships of higher education institutions. They see a strong need for legal status to share financial, human, digital, and physical resources, infrastructures, and services and develop joint activities, including educational activities, more efficiently.

Among the most significant challenges that must be addressed to overcome administrative, legal, and economic obstacles are:

- The absence of a common European legal entity affects alliance operations and financial sustainability. Legal status impacts the functioning of alliances and economic viability. One of the most effective ways of surmounting structural and operational problems would be to assume a legal status. This could be determined by the national regulations of a Member State, an existing European framework, or a newly created special status.
- Difficulty in raising joint funding due to different national regulations. While alliances have received European funding during the pilot phase and will continue to receive support in the consolidation phase, long-term funding remains uncertain. Additionally, funding sources vary significantly across Member States and regions.
- Staff and student mobility restrictions caused by different national legislations. A dedicated legal status would facilitate resource-sharing among partners and simplify the recruitment of joint academic and administrative personnel.

[1] Estermann, T., Pruvot, E-B, & Stoyanova, H. (2021), Evolving models of university governance: The governance models of the European University Alliances. European University Association asbl.
[2] European Commission: Directorate-General for Education, Youth, Sport and Culture, Grumbinaitė, I., Colus, F. and Buitrago Carvajal, H., Report on the outcomes and transformational potential of the European Universities initiative, Publications Office of the European Union, 2025, https://data.europa.eu/doi/10.2766/32313
[3] European Commission, Directorate-General for Education, Youth, Sport and Culture. Council Recommendation of 5 April 2022 on building bridges for effective European higher education cooperation (Text with EEA relevance) 2022/C 160/01. https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=oj:JOC_2022_160_R_0001

- Variations in diploma accreditation regulations by country. Despite the widespread adoption of the Bologna Process, diploma accreditation procedures still differ across nations. These discrepancies create challenges in establishing joint programs between institutions. A European policy must be introduced to minimise national regulatory barriers.
- Limited interoperability of digital infrastructures. Alliances are advocating for better integration of digital infrastructures to prevent redundancy and the duplication of databases and tools.

EXAMPLES OF ALLIANCE'S NEEDS

…where a legal status can be helpful

- Create sustainable governance structures;
- Participation of students in EUA's governance structures;
- Policy for selection/inclusion of external members in the governing bodies;
- Joint resources/shared services management (financial/facilities/infrastructures/HR);
- Manage data-related issues;
- Manage joint intellectual property rights;
- Invest into and manage facilities;
- Buy and own goods and services;
- Receive public and private funding flexibly from various sources;
- Applying for calls for proposals;
- Joint access to international networks and databases;
- International attractiveness, visibility and representation;
- International recognition of trustworthy partnership;
- Shared communication and university representation;
- Simplified provision of joint educational activities by the alliance;
- Students' management;
- Quality assurance mechanisms for joint degrees/microcredencials/BIP/COIL;
- Tuition fees policy for students enrolled in alliance's joint degrees;
- Policies for designing programmes' content;
- Staff recruitment for common activities;
- Maintenance of academic freedom and integrity and institutional autonomy;
- Signing contracts with public and private entities;
- Defining and adopting common administrative decisions;
- Joint activities financially auditable by any partner's authority body;
- Joint activities financial compliance tested by any partner's authority body;
- Reliability for external stakeholders and partners;
- Recognition of each alliance as a pure HEI itself (beyond the domain of teaching/learning).

BENEFITS OF A LEGAL STATUS BY ALLIANCE STAKEHOLDER

Despite the long-held expectations of European-level action, no legal framework exists in Europe to assist higher education institutions in overcoming the problems of transnational collaboration. The European Status for an ECIU University (ESEU) project, which explores a European Status for the European Consortium of Innovative Universities, published a report outlining the advantages of an institutionalised European cooperation tool for various stakeholders. Even if the report identifies that specific needs vary with a European university network's level of integration aspiration, it is possible to identify the main benefits of a legal status adoption for each Alliance stakeholder. The table below presents some of the findings of the ESEU report from an up-to-bottom perspective[4].

<table>
<tr><th colspan="2">UNIVERSITY ECOSYSTEM</th></tr>
<tr><td colspan="2">• Strengthen research-education-innovation ecosystems to expand access to networks in Europe, facilitate collaboration with African countries and provide opportunities for upskilling.
• Simplify contracting and funding with ecosystem partners such as public authorities, NGOs, industry, and employers.</td></tr>
<tr><th>UNIVERSITY LEADERSHIP
EU MEMBER STATES</th><th>UNIVERSITY LEADERSHIP
HIGHER EDUCATION INSTITUTIONS</th></tr>
<tr><td>• Enhance transparency for Member State authorities, fostering coherence in defining a joint framework for transnational cooperation in higher education, including audit, control, and funding allocation.
• Simplifying access to additional funding and investments to maximise the impact, effectiveness, and efficiency of public funding.
• Boost the European and international visibility of the higher education sector, strengthening the outreach and competitive edge of alliances and their members.
• Address HEIs' needs by simplifying transnational collaboration in areas such as Human Resources (HR), funding, and data management.</td><td>• Definition of rules and regulations for participating in a transnational university network, including liability, commitments, finance, and governance.
• Establish a structured entry and exit strategy for alliance partners.
• Strengthening European institutional identity, enhancing visibility and attractiveness for students and staff, and securing third-stream funding.
• Facilitate institutional collaboration on quality assurance by leveraging existing frameworks and developing new European-level tools aligned with the European Commission objectives.
• Simple and standardised processes related to Intellectual Property Rights (IPR), data management, and hiring.</td></tr>
</table>

[4] Wessels, O., & Craciun, D. (2024). Roadmap on a European legal instrument for transnational higher education cooperation. ECIU University and ESEU. https://assets.website-files.com/551e54eb6a58b73c12c54a18/65d642ea23c25bd6c7ba9bb9_ESEU_pages_digital.pdf

STUDENTS	STAFF
• Foster a European identity and sense of belonging. • Facilitate seamless student mobility between alliance HEIs through efficient data sharing, integrated education programs, and resource pooling. • Simple degree, credit recognition and issue certificates and credentials • Enable the creation of a European Degree. • Enhance the attraction of students within and beyond the EU, reinforcing a European knowledge and talent strategy. • Provide European-level learning opportunities. • Support investment in and management of learning facilities and services, such as a European inter-university campus or digital education platforms. • Ensure secure management of learners' private data by adopting standardising data management protocols across HEIs. • Regulate Intellectual Property Rights (IPR), including ownership considerations, developed during learning.	• Facilitate staff mobility by addressing tax, social security, and the complexities of transnational careers. • Assist in staff recruitment and standardise employment requirements across institutions. • Simplify, clarify, and centralise contract administration for employees' benefit. • Strengthening European identity and belonging by recruiting staff through a European organisation and ensuring communication flows. • Protect academic freedom by minimising external interference in staff work. • Safeguard employees' social security rights within a unified European framework.

LEGAL INSTRUMENTS FOR COOPERATION

With the general aim to support joint activities and finance the long-term sustainability of EUA, different legal forms could be used to shape their long-term cooperation perspective.

Base	European legal system	National legal systems
	European Grouping of Territorial Cooperation (EGTC)	Consortia
	European Economic Interest Grouping (EEIG)	Foundation
	European Company/Societas Europea (SE)	Association
	European Cooperative Society (SCE)	Non-profit association (ASBL)
	European cross-border associations (ECBAs)	International non-profit association (AISBL)
	European Research Infrastructure Consortiums (ERIC)	

European legal tools

European Grouping of Territorial Cooperation (EGTC)

European Groupings of Territorial Cooperation were set up to facilitate cross-border, transnational and interregional cooperation between Member States or their regional and local authorities. EGTC enables these partners to implement joint projects, share expertise, and improve spatial planning coordination. The objective of an EGTC is to facilitate and promote territorial cooperation, including one or more of the cross-border, transnational and interregional strands of cooperation, with the aim of strengthening economic, social and territorial cohesion in the EU.

Therefore, EGTC allows different Member States' public entities to come together under a new entity with full legal personality. Through an EGTC, Member State public authorities can set up a single joint structure to implement projects, investments or policies in the territory covered by the EGTC, whether co-financed by the EU budget or not.

European Economic Interest Grouping (EEIG)

European Economic Interest Grouping (EEIG) is an instrument facilitating cross-frontier cooperation available to firms within the Community engaging in certain joint activities such as research and development, purchasing, production and selling, operation of specialised services, quality control of substances, computerised data processing and the formation of multidisciplinary consortia in the construction industry to lender for public or private contracts. EEIG is directly incorporated into community law, thus filling a gap in both the Member States' national and community laws. The aim of the EEIG, as defined in the Regulation, is 'to facilitate or develop the economic activities of its members and to improve or increase the results of those activities; its purpose is not to make profits for itself. Its activity shall be related to the economic activities of its members and must not be more than ancillary to those activities.

European Company/*Societas Europea* (SE)

The European Company – also known as SE (*Societas Europea* in Latin) – is a public limited-liability company that allows you to run your business in different European countries using a single set of rules. The SE is, therefore, a company established under EU law. It has its own legal framework and can operate as a single entity throughout the EU.

It aims to cut companies' administrative costs, provides them with a legal structure suitable for their cross-border activities within the EU, and helps them avoid some of the legal and practical constraints arising from different legal systems.

An SE can be set up by merger, creating a holding company, creating a joint subsidiary, or converting an existing company set up under national law.

The SE must have a minimum subscribed capital of €120,000, and its registered office must be in the same place as its head office.

European Cooperative Society (SCE)

A European Cooperative Society (SCE) is a cooperative company that can be formed in the European Economic Area, i.e. in the Member States of the European Union, Iceland, Liechtenstein and Norway.

The main purpose of an SCE is to satisfy the needs and/or promote the development of its members' economic and/or corporate activities, most notably through the signature of agreements between its members for the supply of goods or services or the performance of works, as part of the activities undertaken or commissioned by the SCE and/or fulfil its members' needs by promoting, without preference, their involvement in economic activities in one or several SCEs and/or national cooperatives. An SCE may conduct its activities through a subsidiary.

The Statute for a European Cooperative Society also provides a legal instrument for other companies wishing to group to access markets, achieve economies of scale, or undertake research and development activities.

European Cross-Border Association (ECBA)

On 5 September 2023, the European Commission proposed facilitating cross-border activities of non-profit associations in the EU. It will improve the functioning of the Internal Market by removing legal and administrative barriers for non-profit associations that operate or wish to operate in more than one Member State, thus promoting the role non-profit associations play in generating economic and societal values in the EU and allowing a level playing field between them.

The Commission's proposal introduces an additional legal form of a European cross-border association (ECBA) in Member States' national legal systems, which is specifically designed for cross-border purposes and will reduce the legal and administrative burden when it comes to the recognition and establishment of non-profit associations engaging in activities in another Member State. Once established in one Member State, an ECBA will be recognised automatically and can engage in activities in all Member States, including economic activities,

allowing non-profit associations to unleash their full societal and economic potential in the European Union.

European Research Infrastructure Consortiums (ERIC)

The European Research Infrastructure Consortium (ERIC) is a legal form that facilitates establishing and operating Research Infrastructures with European interest.

Research Infrastructure means facilities, resources and related services that are used by the scientific community to conduct top-level research in their respective fields and cover major scientific equipment or sets of instruments; knowledge-based resources such as collections, archives or structures for scientific information; enabling Information and Communications Technology-based infrastructures such as Grid, computing, software and communication, or any other entity of a unique nature essential to achieve excellence in research.

The ERIC allows establishing and operating new or existing Research Infrastructures on a non-economic basis. It may have limited economic activities provided they are closely related to its principal task and do not jeopardise its achievement. The standard approach is open access for users who commit to publish their results.

National legal tools

Consortia

A consortia is an association or alliance of individuals, companies, organisations, or governments formed to achieve a common goal. These goals could include research, development, joint projects, or pooling resources for a specific purpose.

Consortia are often formed when a single entity lacks the resources, expertise, or capacity to achieve a particular objective independently. By joining forces with others, each member can contribute their strengths and benefit from the group's combined capabilities.

Consortia can be found in various fields, such as research, technology, education, healthcare, and business. They can take different forms, from informal agreements to formal legal entities with established governance structures.

Foundation

A foundation typically refers to a non-profit organisation that supports charitable, educational, scientific, religious, or other philanthropic causes. Endowments, donations, or grants from individuals, corporations, or governments often fund foundations.

Foundations are guided by a mission or purpose that defines the causes they support and the goals they aim to achieve, and usually operate as non-profit organisations, meaning that any surplus funds generated are reinvested into their charitable activities rather than distributed to owners or shareholders.

Association

There is no single definition of association for all EU Member States.

However, some patterns emerge.

Partner Country	Short definition
Albania	An association in Albania is a legal entity formed by individuals or legal entities who come together voluntarily to pursue common goals or objectives. These goals can be social, cultural, educational, charitable, or any other lawful purpose. Once registered, an association acquires legal personality, meaning it can enter into contracts, own property, sue, and be sued in its own name. This legal recognition provides the association with rights and obligations like those of a natural person. Associations in Albania engage in various activities aligned with their stated objectives.
Czech Republic	Associations are established on a "personal basis" (associating persons) or on a "property basis" (accumulating assets). Associations exist in several legal forms. The association's main activity can only be the satisfaction and protection of the common interest. Business or other gainful activities cannot be the association's main activity. Besides the main activity, the association may also have some secondary activities. These secondary activities may be economic (business or other gainful activities).
France	French legislation defines associations as "an agreement between two or more persons aimed at sharing, permanently, their knowledge or activities for any purpose, except sharing profits". It is ruled under contracts and obligations laws. There are two categories of associations: registered associations (also known as "*associations à but non lucrative*") and "*de facto* associations" (are not registered but exist from a legal perspective). Among the first category - registered associations – there are two types: association of general interest ("*association d'intérêt general*") and association of common interest ("association reconnue d'utilité publique").
Germany	An association in Germany is a membership organisation whose members have come together to pursue a common purpose permanently. An association is a coalition of natural or legal subjects organised to act over a certain period to achieve a common purpose. Two associations are legally recognised: non-economic and economic/commercial. Non-economic associations must have a primary goal and activity other than conducting business activities.
The Netherlands	Based on the legislation in the Netherlands, an association is an organisation with at least two members which engages in activities to achieve specific goals (or ideals). In the legal system of the Netherlands, there are two different types of associations: Full Legal Capacity and Limited Legal Capacity. Another typology is based on the purpose of the associations: operating for public or private benefit.

Poland	Polish law establishes that an association is a permanent grouping of persons organised to pursue a particular interest. Therefore, an association is defined as a voluntary, self-governing, lasting non-profit union. Associations have independence in setting their goals and objectives, and their activities are based on the social work of the association's members. Poland has two types of associations: the so-called 'ordinary association' and 'registered association'.
Portugal	Portuguese law does not define associations, but doctrine considers them legal entities endowed with legal personality and constituted to realise common or collective interests. Associations, foundations, and companies are the three entities governed by private law. An association is formed by a group of people who aim for a certain non-profit purpose. Public associations are specific associations created by the public authorities to ensure the pursuit of non-profit interests belonging to a group.
Spain	Associations are non-profit entities formed by agreement of three or more individuals or legal entities that pool knowledge, means and activities to achieve lawful, common purposes of general or particular interest. The Code of Associations (2022) completed this definition, stating: "associations may be formed by individuals, private legal persons and public legal persons, provided that in the latter case it does not imply a position of dominance within the association. Although defined as non-profit entities, associations are legal persons who may carry out economic activities and possess assets to fulfil their objectives, which is why they are subject to the corresponding taxes".
Sweden	In Sweden, associations are divided into economic and ideological/non-profit associations. Whereas an economic association's motive is to further the economic interests of its members through economic activities, a non-profit association has a non-profit motive or performs non-profit-making activities.

Non-profit association (ASBL) / International non-profit association (AISBL)

A non-profit association, often called an ASBL (Association Sans But Lucratif) in certain regions, is a specific legal form formed for non-commercial or non-profit purposes. ASBLs typically pursue missions that benefit society, promote a cause, or advance a particular field of interest.

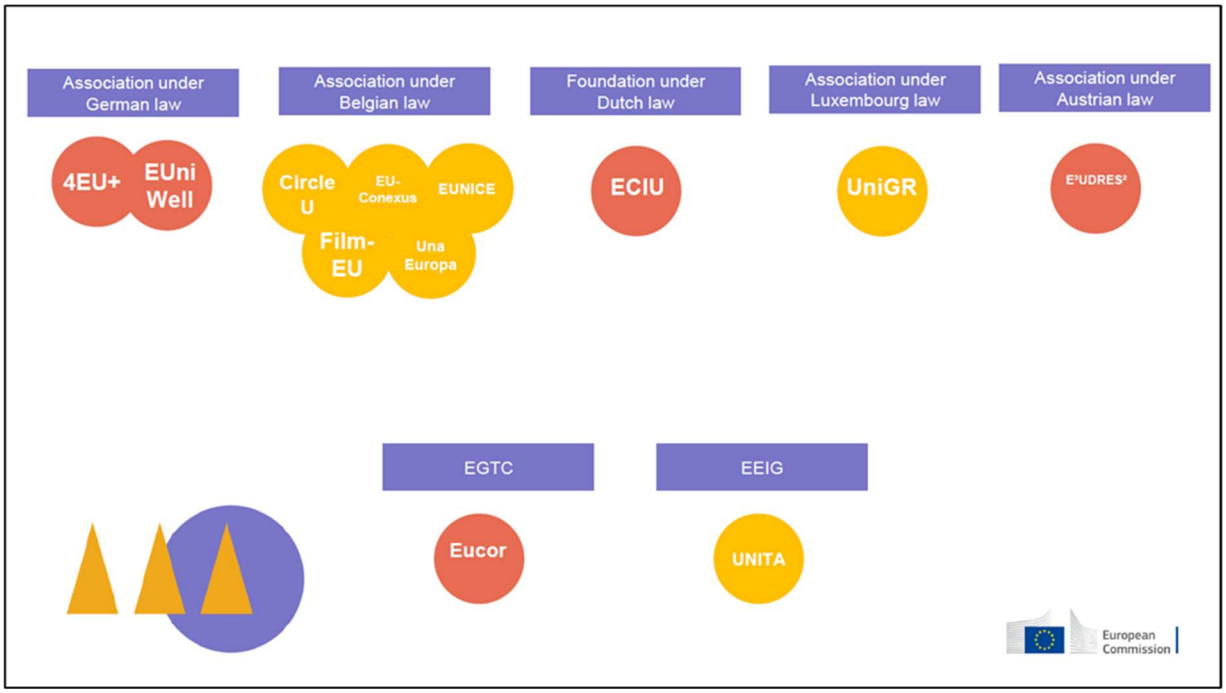
An international non-profit association, or AISBL (Association Internationale Sans But Lucratif), is a specific legal form of a non-profit organisation recognised in certain jurisdictions. AISBLs are formed to pursue non-profit objectives with an international dimension.

LEGAL INSTRUMENTS FOR STARS EU COOPERATION

State of the art of European Universities Alliances legal status

In March 2024, of the 50 alliances recognised, 10 had set up a legal status, and 11 had developed a legal entity.

One year ago, the most used national and European-level tools were the following[5]:



Source: Tine Delva (European Commission, Deputy Head of Unit Higher Education) presentation @ ECIU even "European Roadmap for a Legal Status for European Universities", 28th February 2024.

At the time, four pilot projects here also underway, within the scope of the European policy experimentation in higher education Erasmus+ call:

[5] EUCOR (the EGTC mentioned in the figure) and UniGR (the mentioned Association under Luxemburg law) are not European Universities Alliances under the European Commision initiative.
EUCOR - The European Campus, is the result of long cooperation between the universities of the Upper Rhine. As early as 1989, they formed the European Confederation of Upper Rhine universities (EUCOR), whose assignments were later taken over by the EGTC. It represents the first EGTC active in the field of Higher Education and Research and was founded in 2016. In 2019, four of the five member universities of EUCOR join four other partners to create the EPICUR - European Partnership for an Innovative Campus Unifying Regions - a European Universities Alliance.
UniGR - "University of the Greater Region" was founded by six universities in the framework of a project supported by the Interreg IV A programme Greater Region (2008-2013). The founding institutions are also members of the UniGR a.s.b.l. association, which has been implementing the activities of the cross-border university network since November 2015. In June 2020, htw saar became an associated partner of UniGR.

"Higher education alliances could benefit, on a voluntary basis, from institutionalised cooperation instruments, such as a possible legal status for alliances of higher education institutions, for example 'European Universities', that enable them to share human, technical, data, education, research and innovation capacities, where appropriate. This call will allow them to test, on a voluntary basis, existing European instruments, such as the European Grouping of Territorial Cooperation (EGTC) or the European Economic Interest Grouping (EEIG)."

Project	Legal form	Status of the project
Leg-UniGR	European Grouping for Territorial Cooperation (EGTC)	Last steps before launch set-up procedure of the EGTC
STYX		Analysis of EGTC instrument ongoing, in the context of wider toolbox of legal instruments
EGAI	European Economic Interest Grouping (EEIG)	EEIG is set up and will now be tested with use cases (e.g. micro-credentials, IT infrastructure)
The ESEU project is analysing the European Grouping of Territorial Cooperation (EGTC), the European Company (SE), the European Cooperative Society (ECS), and EIT/KIC. The preliminary conclusion is to maintain the existing legal entity of ECIU under Dutch law, and to provide recommendations for possible future EU action as the current instruments all have some limitations.		

Source: idem

- The project Leg-UniGR was developed by the University of the Greater Region (UniGR), an INTERREG IV project.
- The project STYX was developed by EUT+ - European University of Technology alliance.
- The project EGAI is developed by UNITA - Universitas montium alliance.
- The project ECIU managed ESEU - European Consortium of Innovative Universities alliance. UNA Europa, EU-CONEXUS, CHARM-EU and 4EU+ are European Universities Alliances associated with the project and EUCOR (an EGTC structure).

According to the Commission Report[6] on the outcomes of the Erasmus+ policy experimentation projects, which explored the legal status of alliances and funded three European Universities alliances (ECIU, UNITA, Eut+), along with partners such as 4EU+, Una Europa, EU-CONEXUS, CHARM-EU, and others, there is a significant demand for a legal framework that enables alliances to efficiently share financial, human, digital, and physical resources. The report mentions the possibilities of developing joint activities, governance, funding sustainability, and external relations. Establishing a legal entity could help address existing legal and administrative challenges, particularly in staff recruitment, fiscal management, and social security[7][8].

So, as of November 2024, 14 alliances (out of 65 European Universities involving more than 570 higher education institutions) have established legal entities under national laws to

[6] European Commission: Directorate-General for Education, Youth, Sport and Culture, Grumbinaitė, I., Colus, F. and Buitrago Carvajal, H., Report on the outcomes and transformational potential of the European Universities initiative, Publications Office of the European Union, 2025, https://data.europa.eu/doi/10.2766/32313

[7] European Commission, Staff Working Document: Report on the final outcomes of the Erasmus+ policy experimentation projects: European degree (label) and institutionalised EU cooperation instruments, SWD(2024) 191, 19 December 2024, https://www.parlament.gv.at/dokument/XXVIII/EU/7446/imfname_11441548.pdf

[8] European Commission, Staff Working Document: Report on the final outcomes of the Erasmus+ policy SWD(2024) 191, 19 December 2024, https://www.parlament.gv.at/dokument/XXVIII/EU/7446/imfname_11441548.pdf

enhance collaboration and resource sharing. These alliances have cited administrative and operational benefits as key reasons for adopting a legal identity, highlighting the recognised value of a formal legal status. Two alliances had already established legal entities before the launch of the European Universities Alliances initiative. *"Several other alliances that took part in the survey indicated they were waiting for the progress and results of the Erasmus+ pilot projects before deciding on establishing a legal entity."*[9]

The table presents the list of alliances that have reported obtaining legal status and the specific type of legal entity they have established.

TYPE OF LEGAL STATUS ALLIANCE(S)	ALLIANCE(S)
Registered association under German law (e.V.).	4EU+ EUniWell
International non-profit association under Belgian law (AISBL/IVZW)	Circle U EU-CONEXUS EUTOPIA CIVIS EUNICE YUFE
Non-profit association under Belgian law (ASBL/VZW)	FILM-EU Una Europa
Foundation under Dutch law	ECIU
Association under Dutch law	AURORA
Not-for-profit organisation under Austrian law	E^3UDRES^2
European Economic Interest Grouping (EEIG)	UNITA

"*The findings from the Commission Report building on the work of four Erasmus+ pilot projects also revealed that both national and EU-level instruments explored have their shortcomings, being insufficient for addressing the complexities of transnational cooperation or not fully adapted to address the needs of academic collaboration in transnational higher education. The report findings recommend the setup of a fit-for-purpose EU-level institutionalised cooperation instrument that responds to the alliances' needs and is voluntary, flexible, and adaptable.*"[10] *In conclusion on this topic, the European Commission states that "several alliances indicated that they would consider adopting a legal entity or upgrading their national association once an EU-level solution suited for the European Universities alliances is available."*

Suitability for STARS EU

STARS EU objective (application's general objective I) is to "*deepen and intensify the STARS EU Alliance collaboration of truly engaged Universities and together become a future-oriented European University that will: Create a new generation of future-oriented students; Deliver innovative, flexible, diverse, future-proof and challenge-based educational and research*

[9] European Commission: Directorate-General for Education, Youth, Sport and Culture, Grumbinaitė, I., Colus, F. and Buitrago Carvajal, H., Report on the outcomes and transformational potential of the European Universities initiative, Publications Office of the European Union, 2025, https://data.europa.eu/doi/10.2766/32313

[10] European Commission, Staff Working Document: Report on the final outcomes of the Erasmus+ policy experimentation projects: European degree (label) and institutionalised EU cooperation instruments, SWD(2024) 191, 19 December 2024, https://www.parlament.gv.at/dokument/XXVIII/EU/7446/imfname_11441548.pdf

systems; Exploit the synergies of inter-regional collaboration; and Impact positively and substantially on sustainable regional and European development."

And the major goal is "*to foster inter-regional collaboration and become a regional development accelerator, working directly with industries and sectors in our regions to foster relevant transition processes*".

Therefore, inter-regional collaboration is the key to choosing the most suitable legal tool to define STARS-EU legal status.

Lessons learned (or to be learned) from other alliances/projects experience:

1. Any possible legal instrument should be flexible, i.e. a toolbox to facilitate deeper inter-regional and transnational cooperation.
2. Any legal status should serve all four missions of universities: education, research, innovation and service to society.
3. Any proposed solution should be voluntary, in full respect of each partner's institutional autonomy, and will not replace their national statutes.
4. So far, none of the existing legal tools (European or national) address entirely all the EUA's needs.

Considering the abovementioned, the instruments were pre-selected and subject to a pro and con analysis. The pre-selection was based on the following:

- Exclusion of European Company tool (an EUA is not a company);
- Exclusion of European Cooperative Society tool (an EUA is not a cooperative company);
- Exclusion of European Research Infrastructure Consortiums (this legal framework only applies to the establishment and operation of Research Infrastructures);
- Inclusion of all legal forms anchored on national legislation already considered and analysed by other European Universities Alliances.

Adopting a European legal instrument could be seen as the one that best respects individual autonomy, given its transversality and impartiality. Everyone is treated equally and has the same importance within the alliance. Despite technical convenience, this choice can also be interpreted as a clear intention to attribute a genuine European dimension and identity to all the alliance's activities and achievements. Moreover, it is often referred to that the adoption of European cooperation tools appears more reliable and trustworthy to public and private stakeholders.

The decision to include, at this moment, just the instruments with a national legal basis that were already studied by other alliances relies on the need to ensure the compilation has been already subject to institutional validation and considering that:

- the legal framework to be used by the STARS EU alliance must respect the institutional autonomy of each partner, not overlapping with any national legislation of the countries involved and not implying duplication of tasks;
- it must also be a mechanism for preserving and strengthening institutional relationships between partners and must be objective and have the greatest suitability.

European legal tools

->pros and cons analysis

EUROPEAN GROUPING OF TERRITORIAL COOPERATION (EGTC)[11]	
PROS	**CONS**
•EGTC is an independent, autonomous legal entity that carries out its tasks on its own responsibility, it is, in principle, independent of the members; •A uniform setting of European law with equal participation; •Equal levelling of all alliance members; •An EGTC is a unique legal form as it can be established without having to have an international agreement between the Member States beforehand; •An EGTC is allowed to consist of members located in the territory of at least two Member States and one or more third countries; •Avoidance of restrictions arising from legal entity forms based on national laws; •Representation as one single entity; •Legitimate representation of all members; •Credibility and reliability for external stakeholders and partners; •Deployment with non-profit character; •Allows to transfer continuous tasks; •Legally binding decisions and ownership through governance inclusion into alliance; •Facilitation of transnational activities by joint management; •Simplification of joint service provision; •An EGTC may be tasked with implementing programmes co-financed by the European Union through the European Regional Development Fund, the European Social Fund and/or the Cohesion Fund, or other cross-border cooperation projects that may or may not have EU funding; •Some EGTCs do not share a geographical border (European Urban Knowledge Network).	•For the creation of an EGTC, the explicit consent of the competent authorities in all the Member States where partner universities are located is required; •Every change in the EGTC convention requires the renewed agreement of all national authorities; •Doesn't recognize EUA as a higher education institution itself; •The provision of staff (and secondments) from partner universities to the EGTC is subject to VAT; •Staff can't be hired directly for the EGTC in a different country than the headquarters of the legal entity; •Regarding liquidation, insolvency, cessation of payments and similar procedures, an EGTC shall be governed by the laws of the Member State where it has its registered office; •An EGTC shall be liable for all its debts; •Only public institutions or public companies can participate in EGTCs; •Typically, not for profit, but not explicitly prohibited from engaging in profit-generating activities.

[11] In Europe there are, in total, three EGTCs used by higher education institutions: 1. Eucor — The European Campus / 2. Wissenschaftsverbund Vierländerregion Bodensee EVTZmbH (an EGCT established by 25 higher education institutions around Lake Constance, across Austria, Germany, Liechtenstein and Switzerland) / 3. European Campus of Studies and Research (an EGCT established by a German and an Austrian university of applied sciences). None of them is a European University Alliance, or acting for one, and all have their seats in Germany.

EUROPEAN ECONOMIC INTEREST GROUPING (EEIG)	
PROS	**CONS**
•European legal framework with automatic recognition; •Simple to set up •Flexible and unbureaucratic organisation; •All that is required to establish is admission into a special national register - held by the Member State where the grouping has its official seat; •No authorisation is required for the constitution of the EEIG, neither at EU level nor at the level of the Member States involved; •Absence of an obligation on the partners to provide a minimum share capital; •EEIG members benefit from significant leeway when shaping the organisation and the governance structure of the grouping; •EEIG is not only governed by the substantive provisions of its Regulation but also by conditions agreed upon by its constituent members; •The enjoyment of significant leeway in the customisation of the organisational structure of the grouping allows for its adaptation to the specific needs of higher education institutions; •The broad notion of "economic activities" allows for the entrustment of a wide number of tasks to the EEIG, which can be used to carry out actions aimed at the creation of revenue; •EEIG fits the provision of custom-made further-education courses, consultancy services, editorial activities, conferences, official translations and some types of certifications of competencies; •Possibility to accept members of both public and private nature.	•EEIG cannot access the entirety of European Union calls for funding (it cannot issue a request for an Erasmus Charter, which limits its possibility to benefit from funding under the Erasmus+ program); •EEIG can only be entrusted with "economic activities", and teaching and research are not considered economic activities; •Teaching and research can only be entrusted to an EEIG if they are mainly funded by the students or by a third party; •EEIG cannot, in any circumstances, replace its members in the performance of their institutional tasks; •The legal nature of the EEIG, which is a body regulated under private law, with no power to adopt administrative acts or decisions; •EEIG is subject to labour law, whereas in the Member States, university staff are predominantly subject to public law; •Limitation imposed by the EEIG regulation, according to which the members of the grouping must have their activity in the territory of the European Union; •EEIG is unlimited, joint and several liabilities of its members which implies a strong commitment and trust between the members; •Cannot employ more than 500 persons.

EUROPEAN CROSS-BORDER ASSOCIATION (ECBA)	
PROS	**CONS**
•Automatic recognition of their legal personality by the Member States; •The proposal targets non-profit associations which operate or wish to operate cross-border; •Given their non-profit purpose, ECBAs should be able to apply for funding from a public or private source in the Member State(s) in which they operate; •An ECBA has the right to conclude contracts and perform legal acts, be a party to legal proceedings, own movable and immovable property, carry out economic activities, employ staff, receive, solicit and dispose of donations and other funds of any kind from any lawful source, participate in public tenders, and apply for public funding; •An ECBA is able to provide or receive funding, including donations, from any lawful source; •An ECBA have the right to transfer its registered office from one Member State to another.	•There is still no regulation for European cross-border associations (in November 2023 was presented a proposal for a directive of the European Parliament and of the Council); •Currently, non-profit associations and their activities are regulated by specific legislation in 24 Member States in a different manner, creating legal uncertainty and giving rise to different administrative procedures and requirements; •Compliance with the requirements and procedures outlined in the directive may impose a significant bureaucratic burden on higher education institutions seeking to establish or participate in European cross-border associations. This could deter institutions from engaging in cross-border collaboration due to the associated administrative costs and complexities; •The benefits derived from participating in a European cross-border association may be unevenly distributed among member institutions, depending on factors such as size, reputation, and resource availability; •There is no experience using this legal instrument by alliances of higher education institutions.

In summary:

Topic	EGTC	EEIG	ECBA
Legal Basis	EU Regulation (EC) No 1082/2006	Council Regulation (EEC) No 2137/85	Still under legal development
Legal Personality	Yes (fully recognised in all EU Member States)	Yes, but only in the context of economic activities	Expected to have legal personality
Scope of Activities	Broad – education, research, public services, infrastructure	Economic focus – joint R&D, shared research, business cooperation	Nonprofit focus – social, cultural, and educational cooperation
Suitability for European University Alliances	Very High – provides a legal entity to structure governance, mobility, and funding	Moderate – useful for research and innovation projects but lacks educational governance support	Potentially suitable – aligns with nonprofit and cross-border collaboration goals
Recognition of Joint Diplomas	Yes – allows structured governance that facilitates joint degree awarding and mobility	No – cannot issue joint diplomas since it is focused on economic cooperation	Potentially – as a nonprofit structure, it could facilitate recognition, but legal clarity is needed
Governance Structure	Strong, enabling formal decision-making and resource allocation	Flexible but focused on business and research	Expected to allow decentralised decision-making
Financial and Funding Access	Eligible for EU and national funding (ERDF, Cohesion Fund, Erasmus+)	Can apply for Horizon Europe and Erasmus+, but funding is primarily from members	Expected to be eligible for EU and private funding
Mobility and Cross-Border Recognition	High – legal personality ensures student and staff mobility under a unified framework	Limited – no direct impact on mobility beyond research projects	Moderate – still under development, but could enhance recognition of cross-border education initiatives
Administrative Complexity	High – requires compliance with national and EU regulations	Moderate – more straightforward structure but limited in educational governance	Unclear – depends on the final EU legal framework
Best Use Case for European University Alliances	For fully structured alliances that need a legal personality for governance, funding, and joint degree programs	For research-driven alliances focusing on economic cooperation, innovation, and shared services	For alliances prioritising nonprofit governance, cultural collaboration, and cross-border student/staff exchange

National legal tools

->key figures analysis

UNDER BELGIAN LAW

International non-for-profit association (AISBL)	
An international non-for-profit association gathers natural or legal persons for a non-profit that is making an interest on an international scale. The purpose of the gathering beyond the Belgian territory must follow article 46 of the Law of 27 June 1921 12F18 and the Law of 23 March 201913F19.	
Requirements for setting up an AISBL	**Key points**
•The incorporation for an AISBL must be made by notarial deed: the notary will submit the association's purpose to the Ministry of Justice for approval. •Members from at least three member states. •The statutory seat must be in Belgium. •No initial capital is needed.	•An AISBL is less constrained by legal rules, meaning that the founders have more liberty in setting up the content of the articles of association. AISBL incorporation requirements are more straightforward than a non-for-profit association (ASBL). Indeed, an AISBL has only two mandatory bodies with flexible attributions, unlike the ASBL, which has well-defined bodies. The AISBL legal entity is granted on the day of the Royal Decree, while for an ASBL, it is the day of the filing at the commercial court. •On balance, the AISBL has broader potential for founders keen on having a not-for-profit association with a flexible structure in international matters. Concerning liability, members have limited liability and do not tie their assets to the fate of the association. An AISBL is limited because it is bound to public procurement directives, making procurement difficult. •A non-for-profit organisation is not considered a Belgian VAT taxpayer for the VAT unless it carries out economic activities in Belgium.

UNDER GERMAN LAW

Non-for-profit Association (*Eingetragener Verein*)	
A Non-for-profit Association, also called Verein, is a legal person of public law according to the Law on Associations (Vereinsgesetz) of 1964 21F24 and Sections 21-79 of the German Federal Civil Code22F25. The Verein is the basic type of association. At the same time, settling an Eingetragener Verein or Registered Association is possible, like a partnership representing a more important social group. This dogmatic point of view is particular to Germany and does not exist in any other German-speaking countries.	
Requirements for setting up an Association	**Key points**
•The association must be registered in an association registry (Vereinsregister) located in a German local court where is established its seat. The seat must be where the management is conducted. •The minimal number of members is at least seven. •No initial capital is needed. Nevertheless, notary fees are required (around 150 EUR). •The activity of the foundation is not intended to serve private interests.	•An Association working on public benefit activities such as educational and scientific activities is exempt from VAT and corporation taxes. The internal management could be quite flexible, although respecting the status that has been registered since the creation of the association. •Concerning liability, the association members act free of charge or receive a remuneration of less than 720 euros per year; they are not liable towards the Association unless the damage is caused in performing their duties only in case of intent or gross negligence. This means that an alliance's academic and administrative staff will be liable to the association since they are supposed to receive a monthly salary.

UNDER FRENCH LAW

Under French Law, a university can only be a legal person under public law since the main qualification of a university is a public administrative institution according to the French Code of Education, art. L-712-1 and following0F6. This is why an Alliance of European Universities that includes a French university cannot be an entity under a private form. A concrete example is the case of the cancellation of a private law subsidiary of Pantheon Assas by the Administrative Court of Paris on 23 October 2013.

Association – Under 1901 law	
An Association is a non-for-profit organisation set up following the French law of 1 July 19011F7, known as the "1901 Law", and the Decree of 16 August 19012F8 establishing the status of an Association. The legal capacity of an ordinary association is considered "reduced" compared to the full legal capacity of commercial companies, with some exceptions. The Association can be sentenced at the civil and criminal levels when it has a legal personality. If the Head Office is in France, the applicable law is French. However, if an Association wants to move its Head Office abroad, it will retain its French nationality only if the host country has signed an agreement with France.	
Requirements for setting up an Association	**Key points**
•The Head office must be in France. To obtain a derogation, the approval of the French Ministry of the Interior is mandatory. •It must be composed of at least two members and have a purpose other than sharing profits. •The Association's activity must not directly or indirectly enrich its members. •There is no minimum capital to subscribe.	•The legislator has left considerable freedom in the object and purpose of the Association. The creation of the Association status will mean, in practice, that the members are free to organise themselves (in compliance with the laws in force) to decide their way of organisation and finance their operations. •An Association also has a legal capacity to make procurement decisions independently and to contract. In principle, an Association is a non-for-profit organisation; however, it is possible to change to a profit-making association. In this case, the tax regime may be reclassified and subject to the same constraints as commercial companies.

Foundation	
A Foundation is a group of legal or natural persons to carry out a common project with an irrevocable financial commitment by its founders to carry out a work of general interest for non-for-profit purposes in accordance with Article 18 of law n°87-571 of 23 July 19874F10. The focus is on the Scientific Cooperation Foundation (FCS) and the University Foundation since they can receive public endowments without restrictions. The FCS is set up in accordance with the Research Programme Law of 18 April 20065F11. The University Foundation was set up in accordance with the 10 August 2007 Law 6F12 on the freedoms and responsibilities of universities and governed by Decree n°2008-326 of 7 April 20087F13. The Foundation, as a legal person, is civilly liable for the faults committed by its employees. In France, there are seven types of foundations.	
Requirements for setting up a Foundation	**Key points**
•The Head Office must be in France. •The activity of the Foundation is not intended to serve private interests. •You must have a minimum subscribed capital of EUR 1.500 000. •For an FCS, a Ministry Representative (*Recteur d'Académie*) in the governance body is mandatory.	•A Foundation carries out work of general interest to society with a non-for-profit aim. General interest is an evolving fiscal concept. Donations to a foundation give donors an income tax reduction of 66% of the sums paid, up to a limit of 20% of the donor's annual income. •The Foundation works thanks to the interests and revenues that its capital generates. These financial flows must enable the entity to finance its activity. It is an excellent tool for territorial integration, linking with the citizens, and federating people around a specific project. It can even have a boosting effect on the creation of tenure-track positions. However, the French foundation system is very far from being similar to the Anglo-Saxon system due to cultural, financial, fiscal and regulatory differences. •Raising funds exclusively through philanthropy in France is difficult unless a large part of the income is used to reinvest in fundraising. In this sense, only the so-called partnership foundations are large enough to support a large payroll.

Public interest groupings (*Groupement d'intérêt public - GIP*)	
Public Interest Grouping or GIP enables public and private partners to pool resources for implementing missions of general interest in accordance with the 15 July 1982 Law 10F16and the 20 April 2016 Law11F17. The GIP is a legal person with administrative and financial autonomy under public law.	
Requirements for setting up a GIP	**Key points**
•The Head Office must be in France. •A GIP comprises several members, exclusively legal persons, and must include at least one legal person under public law. •Foreign legal persons may be part of the GIP. Their participation is subject to the same conditions as that of French legal persons under private law. •There is no minimum capital to subscribe.	•The goal of a GIP is to further cooperation between public bodies. This entity has flexible management rules and the legal capacity to make independent procurement decisions and contracts. In principle, a GIP is not considered taxable for the activities or transactions it carries out as a public authority, except in specific cases. •The constitutive agreement establishes the GIP and reflects an explicit agreement between the future members of the grouping. The agreement is subject to approval by the French State

UNDER SPANISH LAW

Trading Company with public capital (*Sociedad mercantil de capital con participación pública*)	
Public administrations can create trading companies with public capital following the laws: Law 40/2015 of the 1st October on the legal regime of the public sector (arts. 111 and following articles)23F26; Consolidated text of the Capital Companies Act, approved by Royal Legislative Decree 1/2010, of the 2nd July24F27; Law 33/2003, of Public Administration Assets25F28; Law 19/2017 of public sector procurement26F29. Law 7/1985, of 1 April 1985, on the Bases of Local Regime and other local and regional regulations30. Either because the direct participation in its share capital of the public sector or any of the entities which make up the state institutional public sector, including state trading companies, is greater than 50 per cent. To determine this percentage, the shareholdings corresponding to the public sector shall be added together if several of them have a stake in the share capital, either because the trading company is in the situation envisaged in Article 4 of Law 24/1988 of 28 July 1988 on the Securities Market concerning the General State Administration or its related or dependent public bodies.	
Requirements for setting up a Trading Company with public capital	**Key points**
•The creation of a public trading company shall be authorised by agreement of the Governing Board of the University and the Social Council. •Limited liability •Location: the Statutory seat must be in Spain. •Initial capital is needed.	•Its mixed legal nature, in terms of its private legal regime and public ownership or dominant influence, determines the application of administrative and private law rules. In principle, the general corporation income tax regime would apply. It could also not be considered a partially exempt entity. •For VAT, the company's activity will be applicable. Concerning the legal regime applicable to these companies, the new Spanish Law 40/2015 of the 1st of October respects the traditional three-stage system foreseen for these companies: special administrative regulations (known as LRJSP) and the Public Administration Assets Act (known as LPAP), referral to the private legal system and an exception clause when the administrative budgetary, accounting, personnel, economic-financial control and contracting regulations are applicable (art. 113 LRJSP). •In case of monetary contributions made by public bodies to the companies under these laws, the evaluation of independent experts will be mandatory. The problem with these companies remains their hybrid private-public nature

Consortium (Consorcio)	
It is a public entity with one drawback: the limited freedom in terms of the organisation of the consortium, codified in the entity's status. The remaining regulation is entirely public law, following the law: Law 40/2015 of the 1st of October on the legal regime of the public sector (arts. 118 and following articles)27F31; Law 33/2003, of Public Administration Assets28F32; Law 19/2017 of public sector procurement29F33.	
Requirements for setting up a consortium	**Key points**
•Signed by the participating administrations, public bodies or entities. •The agreement will include the by-laws (mandatory regulations), an action plan, a three-year budget projection, and a favourable compulsory report from the Ministry of Finance and Public Administrations. •Limited liability •Location: The Statutory seat must be in Europe. •No initial capital needed.	•Consortia are public law entities with distinct legal personalities, created by several Public Administrations or entities belonging to the institutional public sector, with the eventual participation of private entities. They join forces to develop activities of common interest to all of them within the scope of their competencies. Consortia may carry out activities for the promotion, provision or standard management of public services and any other activities provided for by law. •Consortia may be used to manage public services within the framework of cross-border cooperation agreements in which the Spanish Administrations participate and follow the provisions of the international agreements ratified by Spain. •If the consortium has the status of an autonomous body or entity like a CCAA or a state public body, the consortium will have a full subjective exemption from Corporation Tax. The personnel at the service of the consortia may be civil servants or employees and must come exclusively from the participating Administrations. Their salaries may in no case exceed those established for equivalent positions. Exceptionally, when it is impossible to have personnel from the Administrations participating in the consortium due to the singularity of missions, the consortium may authorise the direct contracting of personnel by the consortium to exercise said functions.

Public Sector Foundation *(Fundación del sector público)*	
Public universities may create a public sector foundation to carry out their non-profit making activities for the fulfilment of general interest purposes, regardless of whether the service is provided free of charge or for consideration under the laws: Law 40/2015 of the 1st October on the legal regime of the public sector (arts. 1128 and following articles); 30F34 Law 50/2002, on 26th December, of Foundations31F35. Law 33/2003, of Public Administration Assets;32F36 Law 19/2017 of public sector procurement33F37.	
Requirements for setting up a Foundation	**Key points**
•The creation by *inter vivos* act shall be carried out through a public deed, which must be registered in the Register of Foundations. •That they are initially set up with a majority contribution, directly or indirectly, from the public sector or receive such a contribution after being set up. •More than 50 per cent of the foundation's assets are permanently made up of assets or rights contributed or assigned by the public sector. •The majority of voting rights on its board of trustees correspond to public sector representatives. •Limited liability •Location: the Statutory seat must be located in Spain. •No initial capital is needed.	•The foundation may only carry out activities related to the competence of the founding public sector entities. •It must contribute to achieving its purposes without implying the assumption of its competencies unless expressly provided for by law. If the entity complies with the requirements of the law, it may avail itself of the tax benefits offered by the special tax regime for these entities

UNDER PORTUGUESE LAW

Public Law Foundation		
According to Portuguese legislation (Framework Law on Foundations – Law no. 24/2012, of 9 July, amended by Law no. 250/2015, of 10/0934F38), public foundations are legal persons of public law, non-profit, endowed with their internal structures, supervisory committees and with administrative and financial autonomy. Public foundations aim to promote any public interest of a social, cultural, artistic or similar nature. However, given Portuguese legislation, there are drawbacks: these can only be created by the State, by the autonomous regions or by municipalities, alone or jointly, and although they recognise the participation of foreign entities, the foundation would have to be based in Portugal. Below, the key legal, financial, and governance Pros and Cons of establishing a Foundation Under Portuguese Law for a European University Alliance:		
Topic	**Pros**	**Cons**
Legal Recognition & Stability	Full legal personality and long-term sustainability.	Requires government approval and regulatory oversight.
Governance & Autonomy	Independent institutional governance with flexible board structures.	It could create bureaucratic overlaps with existing university governance models.
Funding & Financial Benefits	Eligible for public and private funding, including EU grants (Erasmus+, Horizon Europe) and tax benefits are available under Portuguese law.	High initial capital requirements for legal recognition.
Educational & Research Activities	Fully compatible with European university education, research, and innovation mission.	It may not provide the same cross-border adaptability as European legal structures (e.g., EGTC, EEIG).
Administrative & Operational Flexibility	Can hire staff independently and manage financial operations autonomously.	Subject to strict financial auditing and compliance regulations.

A foundation under Portuguese law could be a viable legal structure for a European University Alliance if: (i) the alliance seeks a stable, independent, and long-term institutional framework; (ii) the necessary initial financial resources are secured; (iii) the foundation's governance model is carefully designed to preserve institutional autonomy. However, the high financial and regulatory requirements and limited cross-border adaptability mean that alternative European-level legal structures (such as an EGTC or an EEIG) might offer greater flexibility and legal recognition across the EU.

FINAL INFORMATION

Recently, a working team, appointed by the group of alliances of European Universities that already have their legal status defined as an ASBL/AISBL, carried out a survey to find out each one's opinion on that specific legal tool.

The questions and the results obtained were presented by Magdalena Sikorska (Secretary General of EUNICE alliance) in the meeting of the FOREU4ALL Governance and Legal Entity sub-group, on 11th April 2025.

Below are the main aspects.

What are the advantages of having a legal entity?

- Enables jointly hiring staff and offering centralized services
- Integrated handling of internal (e.g. seed funding) and external funding (e.g. Erasmus+, Horizon Europe)
- Facilitates joint projects, mutual resource use and collective fundraising
- Supports long-term planning, governance, and the implementation of the Alliance's strategy
- Ensures equal representation and shared responsibilities among partners
- Acts as a single point of contact with external stakeholders (e.g. the European Commission, FOREU4ALL)
- Centralizes logistics, communication, and grant management
- Enables joint investments and joint purchases
- Possibility to cooperate with global partners

What are the disadvantages of having a legal entity?

- Requires ongoing legal, HR, and operational management by a small team
- Involves membership fees, public tenders and VAT issues and compliance with national regulations (Belgian law)
- Equal membership fees don't always reflect different capacities and roles of partner universities
- Need to inform and align all partner universities on legal obligations and operational processes
- Might be difficult to adjust the structure or increase ambition, rights, or financial contributions once established

Was it worthwhile to establish a legal entity?

- Yes, definitely!
- Yes, all in all absolutely yes!
- Yes
- Yes, we're just beginning to use it and learn from experience
- Yes, but some pioneering still to be done...
- Yes, it was worth it, but challenges remain...
- It is a step forward, but it is very demanding

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Regulation (EC) No. No 1082/2006 of the European Parliament and of the Council of 5 July 2006 on a European grouping of territorial cooperation (EGTC), Official Journal of the European Communities, 2006

europa.eu web pages

- European Company
  https://europa.eu/youreurope/business/running-business/developing-business/setting-up-european-company/index_en.htm
- European Cooperative Society
  https://single-market-economy.ec.europa.eu/sectors/proximity-and-social-economy/social-economy-eu/cooperatives/european-cooperative-society-sce_en
- European Cross-Border Associations
  https://ec.europa.eu/commission/presscorner/detail/en/ip_23_4242
- European Grouping of Territorial Cooperation
  https://cor.europa.eu/en/our-work/Pages/egtc.aspx
- European Research Infrastructure Consortium
  https://research-and-innovation.ec.europa.eu/strategy/strategy-2020-2024/our-digital-future/european-research-infrastructures/eric_en

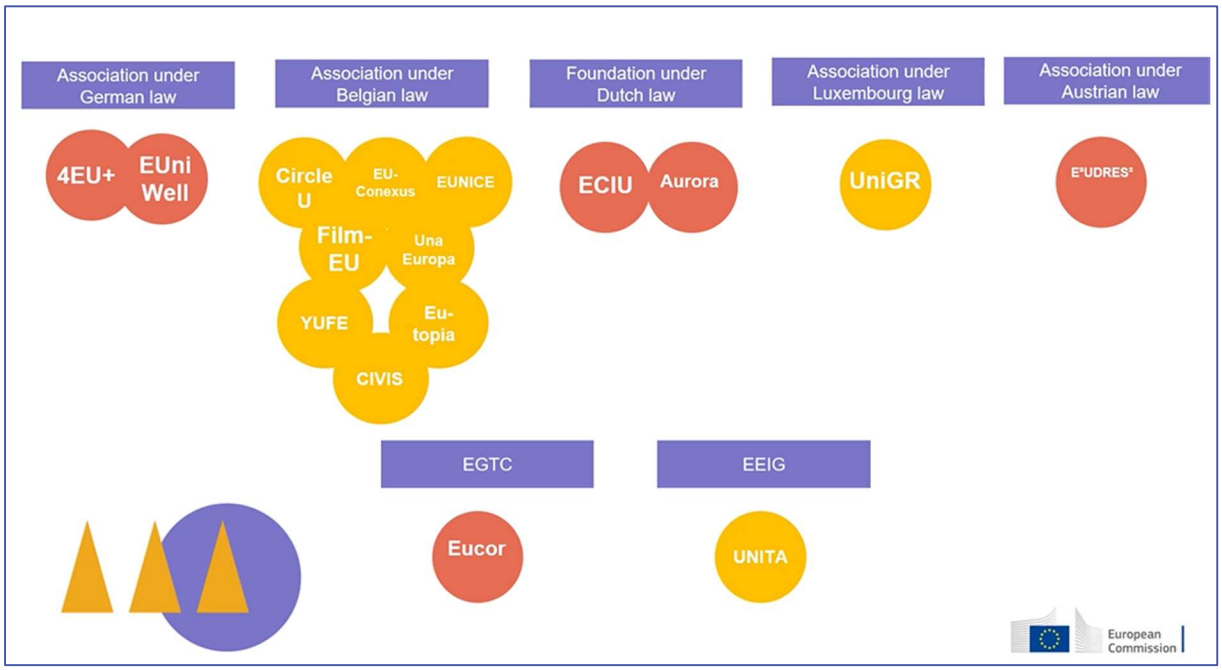
Official web pages of the four pilot projects underway within the scope of the European policy experimentation in higher education Erasmus+ call:

- EGAI project, https://univ-unita.eu/Sites/unita/en/Pagina/unita#egai_project
- ESEU project, https://www.eciu.eu/eu/eseu
- Leg-UniGR project, https://legunigr.uni.lu/
- STYX project, https://www.univ-tech.eu/the-styx-project-towards-a-status-1

ANNEXES

Annexe 1 - Benchmark of governance models of existing European Universities and similar higher education alliances

According to the data known so far, of the 64 alliances recognised, 14 have already set up a legal status, and around 10 are in the process of developing a legal entity.



Source: Tine Delva (European Commission, Deputy Head of Unit Higher Education) presentation @ FOREU4ALL online meeting, December 13th 2025.

Alliances that have a legal entity as a registered Association under German law (e.V.)

4EU+ EUROPEAN UNIVERSITY ALLIANCE

EUniWell

Alliances that have a legal entity as a registered International non-profit association under Belgian law (AISBL/IVZW)

Circle U.

EU-CONEXUS

EUNICE

YUFE

EUTOPIA

CIVIS

Alliances that have a legal entity as a registered Non-profit association under Belgian law (ASBL/VZW)

Film-EU

Una-Europa

Alliance that has a legal entity as a registered Foundation under Dutch law

ECIU

Alliance that has a legal entity as a registered Association under Dutch law

AURORA

Alliance that has a legal entity as a registered Not-for-profit organisation under Austrian law

E^{3}UDRES^2

Alliance that has a legal entity as a registered European Economic Interest Grouping (EEIG)

UNITA

4EU+ EUROPEAN UNIVERSITY ALLIANCE

Official website	4EU+ European University Alliance https://4euplus.eu
Activity start date	2018
Leading institution	ND
No. of partners	8 (6 pioneers)
Partners	Charles University (Czech Republic)
	Heidelberg University (Germany)
	Sorbonne University (France)
	University of Warsaw (Poland)
	University of Copenhagen (Denmark)
	University of Milan (Italy)
	University of Geneva (Switzerland)
	Paris-Panthéon-Assas University (France)
Mission	Together, our eight comprehensive universities strive to equip the next generation of citizens with the skills needed to face and solve global challenges. Strongly embedded in our local territories and sharing European values with a global outlook, we are committed to lead by example in creating barrier free synergies and cooperation in learning, research and innovation.
Vision	Create one comprehensive research-intensive European University through a new quality of cooperation in teaching, education, research and administration. All our activities build on academic freedom and autonomy, ensuring a student-centred, fairly accessible and participative education. To build this one comprehensive research-intensive European University, the 4EU+ Alliance will focus on three main ambitions: Boost meaningful mobility / Develop a common challenge-based framework for education / Increase inclusiveness and balance at a European level.
KEY joint activities	Flagships: The 4EU+ Flagships are thematic areas that form the basis for interdisciplinary cooperation in research, teaching, and innovation between the eight member universities. The four Flagships focus on issues that play a key role in finding solutions for topical global challenges: Urban Health and Demographic Change / Europeanness: multilingualism, pluralities, citizenship / Digitisation - Modelling – Transformation / Environmental transitions. Joint activities: • A common 4EU+ Graduate Skills, Competences and Values portfolio, defining the expected profile of a 4EU+ student and a 4EU+ framework for educational activities and common joint curricula, corresponding to the four flagships; • A 4EU+ flexible 'learning pathway', providing a range of different measures to enable individualised curricula and the shared use of resources, facilities and infrastructure; • A 4EU+ mobility charter, ensuring the streamlining of administrative processes and recognition of the outcomes and qualifications of 4EU+ students; • A 4EU+ platform with training tools to prepare teachers and students for effective online collaborative teaching and learning; • A 4EU+ life-long learning ambition and tested collaboration formats concerning life-long learning with the associate partners.

	Designation	Function
Governance structure	Governing Body	Is the main decision-making body, responsible for defining the vision, mission, strategy and policies of the Alliance. It is composed of the Rectors or Presidents of the member universities.
	Management Committee	The MC guides and oversees the development and implementation of the 4EU+ vision, mission, the overall work plan and work of the Working Groups. It is formed by the Secretary General and a responsible Vice-Rector/Vice-President from each member university.
	Academic Council	The AC has an advisory and consultative role to the Governing Board. It is made up of six representatives from the Academic Councils or Senates of each 4EU+ university: three academic staff members, two students and one representative of administrative staf
	External Advisory Board	The EAB provides advice to the governing bodies of the Alliance. It consists of representatives of the Associated Partners.
	Student Committee	The SC serves as the representative body for the student community across 4EU+ universities. It consists of three student representatives from each institution, one of whom is also a member of the Student Executive Committee responsible for overseeing the work of the Student Committee and liaising with other Alliance bodies.
	General Secretariat	Led by the Secretary General, the General Secretariat plays a key role within the organisational structure of the Alliance. It serves as a central hub, ensuring seamless coordination with 4EU+ local offices and facilitating effective communication among the various bodies within the Alliance. The General Secretariat oversees day-to-day management, provides comprehensive support to all members, and actively promotes the vision, ambitions and identity of the 4EU+ Alliance.
	Executive Board of 4EU+ e.V. association	The Executive Board of the association (AISBL) consists of the Secretary General, one or more of the deputies and the members of the Management Committee.
	4EU+ Local Offices	The offices consist of the Head of the Local Office and Project Officers responsible for various aspects of alliance and project work. The Heads of the Local Offices with the Secretary General provide strategic support to the Management Committee.
	4EU+ Working Groups	These groups focus on specific dimensions of collaboration and contribute to the Alliance's overall objectives. They report to the 4EU+ Management Committee.
	Flagship Programme Committee	They are responsible for designing thematic areas, coordinating activities, and mobilizing academics from their respective universities to actively participate in Flagship-related initiatives.
	External Reviewing Board	Is an expert panel of critical friends and as such constitutes an integral part of the alliance governance structure. It is responsible for externally reviewing the alliance, which comprises the external evaluation and monitoring of the Alliance’s quality management system 4EU+QUALITY on the background of the Alliance’s strategic goals.

Alliance' statutes (if available)	ND
Public deliverables (if available)	ND

EUniWell

Official website	EUniWell – European University for Well- Being https://www.euniwell.eu/
Activity start date	2020
Leading institution	ND
No. of partners	11 (7 pioneers)
Partners	University of Cologne (Germany)
	University of Birmingham (UK)
	University of Florence (Italy)
	Linnaeus University (Sweden)
	University of Nantes (France)
	Semmelweis University (Hungary)
	Inalco University (France)
	University of Konstanz (Germany)
	University of Murcia (Spain)
	University of Santiago de Compostela (Spain)
	Taras Shevchenko National University of Kyiv (Ukraine)
Mission	The core mission of the European University for Well- Being – EUniWell – is to understand, improve, measure, and rebalance the well-being of individuals, our own community, our environment and society as a whole on a regional, European and global level, based on our joint values: we are democratic, inclusive, diverse, research and challenge-based, inter- and transdisciplinary, entrepreneurial and co-creational.
Vision	EUniWell presents an action-oriented response to well-being, grounded in high profile research expertise, educational leadership and civic engagement. In partnership with societal stakeholders and working across the knowledge-education-innovation axis, EUniWell aims to play a critical, intermediary role in shaping research-based policy and pedagogy to inform decision-making, underpin skills development, and realise a measurable impact on our students' learning experience and citizens' quality of life. In the long term, EUniWell will create a seamless state-of-the-art educational government in which our boundaries will dissolve as we become a common entity strongly intertwined with our local, regional and global contexts.
KEY joint activities	Design of common courses enhancing mobilities and the links between education, research and innovation, as a first step towards designing and implementing a radically new educational experience, trough a pedagogical innovation incubator and the set-up of the EUniWell Education Arena. Establishment of four research arenas [(i) health, ii) individual and social well-being, iii) environment iv) and teacher education] which are our key tool for reforming our approach towards research on well-being, the articulation between research and teaching and the role of external stakeholders. Establishment of co-creation initiatives to bring together researchers, teachers, students and administrators from our universities with those outside to support civic well-being, e.g. a seed

	funding programme, the set-up of a Training Academy, and a policy commission connecting academics with alumni and political leaders. Integration of general infrastructures among the seven partners, going from administrative to IT and HR systems. Establishment of tools for delivering the EUniWell multi-campus experiences such as EUniWell jukebox of language and intercomprehension courses, the EUniWell Mobility Skills Scheme, EUniWell Student and Staff Identity and aligning infrastructure and schemes for both virtual and physical mobility.	
Governance structure	Designation	Function
	EUniWell Board	The EUniWell Board is the main steering body of EUniWell and is conceived to include representatives of each member university.
	EUniWell Student Board	EUniWell students have their own representative body in the form of the Student Board, in which students from all EUniWell universities take part. The Student Board ensures that students are involved in co-creating EUniWell also on the highest steering level.
	Administrative Arena	The Administrative Arena includes representatives from each EUniWell university and the Central Office. It addresses administrative issues related to mobility, aligns research and educational offers, and facilitates infrastructure sharing within EUniWell. Also integrates local EUniWell offices with institutional coordinators from each university.
	Communication Arena	The Communication Arena focuses on cross-thematic external and internal communication about EUniWell's activities and dissemination of research and teaching on well-being-related topics.
	Quality Culture Arena	The Quality Culture Arena focuses on quality assurance under the well-being agenda; it develops the EUniWell quality management, concepts, processes and indicators in research, education, transfer, human resources, administration and governance.
	Research and Education Arenas	ND
Alliance' statutes (if available)	ND	
Public deliverables (if available)	https://www.euniwell.eu/news-events/downloads Only EUniWell Mission Statement, EUniWell 2030: Strategy Framework and Strategy Questions and EUniWell Declaration on Open Education.	

Circle U.

Official website	Circle U. European University Alliance https://www.circle-u.eu/
Activity start date	2020
Leading institution	ND
No. of partners	9 (7 pioneers)
Partners	Aarhus University (Denmark)
	University of Belgrade (Serbia)
	Humboldt-Universität zu Berlin (Germany)
	King's College London (United Kingdom)
	UCLouvain (Belgium)
	University of Oslo (Norway)
	Université Paris Cité (France)
	University of Pisa (Italy)
	University of Vienna (Austria)
Mission	Circle U. aims to act as a catalyst for change by providing high-quality, inclusive, shared and diverse international teaching and learning experiences. Together, we want to take internationalisation to a new level. We want to further diversify the educational opportunities we offer by developing innovative teaching and learning formats that foster research-based learning, interdisciplinary approaches and societal engagement. We are committed to providing varied opportunities for mobility, including virtual, blended and short-term mobility, and for networking within and outside academia. We aspire to develop joint teaching structures, as well as ensuring the accessibility of research infrastructure and resources for our academic and wider communities.
Vision	A research-intensive and interdisciplinary alliance working to provide outstanding education, research and innovation to contribute to more sustainable, democratic and healthier societies Our academic institutions have a long tradition of achieving societal impact by linking education, research and innovation. We are joining forces to achieve a common goal: develop competencies, skills, knowledge, and initiatives to tackle global challenges and reinforce our academic and scientific cooperation.
KEY joint activities	Circle U. Knowledge Hubs are physical and virtual spaces where students and staff work together with external stakeholders to solve societal challenges. During the pilot phase, they will work across disciplines on issues regarding Climate, Democracy and Global Health. Circle U. Open School of Public Governance is a long-term framework for coupling societal problem solving to academic research and developing research- based educational offers in public governance. Students and researchers from all fields of study should be able to relate their knowledge to governance challenges, as effective and resilient democracies are fundamental for Europe's well-being. Student Led Sustainable Innovation activities will be launched, such as the Circle U. Challenge and the Female Founder Network, to increase our number of graduates with

	entrepreneurial skills and experience, to contribute to a sustainable economy and a green transition. The Circle U. Think and Do Tank on the Future of Higher Education will accompany the implementation of transformational changes in our teaching methods and programmes. We will provide our expertise to European policy-making bodies and be an active co-creator in policy development within the European Education Area and in linking it to the European Research Area.	
Governance structure	Designation	Function
	Circle U. President	The President of the General Assembly shall have the powers specifically granted to him/her. In particular, he/she will: *represent Circle U. at meetings with funding bodies and with third parties; *manage and chair meetings of the General Assembly; *monitor the implementation of the decisions taken by the General Assembly; *direct and supervise the work of the Secretary General.
	General Assembly	The General Assembly is the strategic decision-making body of Circle U. It has the following prerogatives: determination of the strategic direction of the alliance, financial management, and administrative management notably the admission/exclusion of members.
	Management Board	The Management Board is responsible for implementing the decisions of the General Assembly. The Board follows the progression of the Alliance's work closely, including the progress of the deliverables under the seven work packages. It will ensure that this implementation is efficient, in particular by putting in place rules of good governance and optimal operational procedures for internal control. In support to the General Assembly, it is also responsible for Circle U.'s administrative and financial management. This management includes notably the monitoring of expenditures, the decision on the appointment and nomination of the Secretary General, the MEL Officer and the Treasurer, and the management of grants.
	Circle U. Office	Led by the Secretary General who is appointed by the Management Board and located in Brussels, the Circle U. Office supports the long-term strategic development of the alliance and is in charge of the daily management of the alliance's legal entity. Every semester, the Circle U. Office hosts a student from one of the member universities for a 3-month internship.
	Circle U. Student Union (CUSU)	CUSU is a democratic body representing the student perspective in Circle U. The Union protects students' interests and delivers recommendations for the strategic direction of the Circle U. Alliance. CUSU's main responsibility is to designate student representatives in the Circle U. governing bodies. CUSU will elect two members of the Circle U. General Assembly. The activities led by students appointed in different bodies in Circle U. are coordinated and followed up by the ambassadors.

Alliance' statutes (if available)	ND Only available the notice: https://www.circle-u.eu/news/2021/circle-u.-gets-a-legal-identity.html (Association internationale sans but lucratif under Belgian law in April 2021.)
Public deliverables (if available)	https://www.circle-u.eu/resources/ Recommendations, guidelines, policies, training sessions (about Communicating about Circle U., Equality, Diversity and Inclusion, Learning Analytics, Mobility, Multilingualism, Open Education, Open Science, Quality Assurance, Recognition, Sustainability and Higher Education and Seed funding) and a four-step guide to develop collaborative educational offers/activities (Joint programmes, Joint courses on sustainability, Summer and winter schools, Challenges and hackathons, Open online courses & seminars and Conversations & talks).

EU-CONEXUS

Official website	EU – CONEXUS European University for Smart Urban Coastal Sustainability https://www.eu-conexus.eu/en/
Activity start date	2019
Leading institution	La Rochelle University (France)
No. of partners	9 (6 pioneers)
Partners	La Rochelle University (France)
	Agricultural University of Athens (Greece)
	Technical University of Civil Engineering of Bucharest (Romania)
	Klaipeda University (Lithuania)
	Catholic University of Valencia (Spain)
	University of Zadar (Croatia)
	University of Rostock (Germany)
	Frederick University (Cyprus)
	South East Technological University (Ireland)
Mission	EU-CONEXUS is committed to creating a new institutional framework for higher education in Europe that allows for a truly European way of studying and carrying out research through institutional alignment and seamless mobility for all.
Vision	The European University for Smart Urban Coastal Sustainability is an integrated transnational higher education and research institution covering the smart urban sustainable coastal development form a holistic perspective. The thematic focus creates a unique competitive advantage for EU-CONEXUS which is well positioned to assemble and build on complementary thematic expertise from all its partners and regional ecosystems, through inter- and transdisciplinary based approaches. Perfectly distributed across Europe, the campus covers all European coasts. Students, teachers, researchers, and staff are studying, teaching, conducting their research activities, innovating and working on a European scale.
KEY joint activities	Thematic Focus: Smart Urban Coastal Sustainability means for EU-CONEXUS to focus on defining, understanding and addressing societal challenges that are experienced by communities from urban and semi-urbanised coastal regions (rivers, seas and oceans). Intervention areas: Coastal governance and coastal engineering; Coastal ecosystems with its social and natural components and stakeholders; Wellbeing of coastal communities and improvement of life' quality. Joint activities: Joint Master's Programme in 'Smart urban coastal sustainability'; | Accredited joint research laboratories; | Virtual library for educational resources; | University-Industry collaboration network; | Roadmap for Better Administration of Transnational Universities.

Governance structure	Designation	Function
	Governing Body	Is the strategic decision-making body of the Alliance and is composed by rectors of partner universities or their sufficiently mandated delegates. The engagement of the highest decision-making level at the partner universities guarantees the uphold of the institutional commitment and alignment to the Alliances' activities and its continuous development towards administrative and procedural integration.
	Student Board	Is the representative body of students from all partners and participates in strategic decision-making in all levels and implements specific activities for students.
	Academic Council	Supervising the strategic orientations and implementation of the educational offers developed jointly within the Alliance.
	Research Council	Supervising the strategic orientation and implementation of the joint research area, its activities and infrastructures.
	Executive Council	This board supervises the implementation of strategic orientations set by the Governing Body for all missions of the European University. It decides on procedural measures and prepares strategic decisions to be brought before the Governing Body.
	Coordination Committee	Coordinating the implementation of all activities of the Alliance that might cover several projects from different funding sources, provides central support functions, and assists in preparing strategic development proposals.
	Management Board	This board is composed by institutional coordination managers who are coordinating all implementation activities of the Alliance that might cover several projects from different funding sources at the local level.
	External Advisory Board	Building on the advisory structure and methodology set up in the statutes of the EAB, its advisory function will continue to include the review of the general progress reports, the issue of recommendations on specific strategic orientations and the general guidance on the development of the Alliance.
	Joint service structures	Office for Development of Study Offers; Project Development Support Office Career Centre

Alliance' statutes (if available)	https://www.eu-conexus.eu/wp-content/uploads/2023/06/Statutes-EN-FR-and-establisment-paper.pdf https://www.eu-conexus.eu/wp-content/uploads/2024/01/FINAL-VERSION-CONSORTIUM-AGREEMENT.pdf The international non-profit association (association internationale sans but lucrative – AISBL) was created under Belgian law for the management of EU-CONEXUS. The EU-CONEXUS partner universities have decided to set-up this legal entity in order to centralise and rationalise the administration of selected joint activities and/or procedures. Thus, it serves as a testbed for an operational collaboration framework for a European University Alliance.
Public deliverables (if available)	https://www.eu-conexus.eu/en/documents-policies/

EUNICE

Official website	EUNICE - European University for Customised Education https://www.eunice-university.eu/
Activity start date	2020
Leading institution	ND
No. of partners	10 (7 pioneers)
Partners	Brandenburg University of Technology Cottbus-Senftenberg (Germany)
	University of Cantabria (Spain)
	University of Catania (Italy)
	Polytechnic University Hauts-de-France (France)
	Karlstads University (Sweden)
	University of Mons (Belgium)
	University of Peloponnese (Greece)
	Poznan University of Technology (Poland)
	University of Vaasa (Finland)
	Viseu Polytechnic University (Portugal)
Mission	EUNICE is designed to solve social and economic challenges, both globally and locally. The alliance is nurtured by ten universities' intellectual and infrastructure input, resulting in a solid network of crossed interactions between educational institutions, industry and business partners, as well as other social, cultural, artistic and sports stakeholders. We aim: Training a new generation of Europeans Tackling global challenges through interdisciplinary approaches Boosting our region's potential
Vision	To foster 21st century European citizenship, anchored in intercultural communication, inclusion and environmental stewardship.
KEY joint activities	Virtual Interactive Social European University - working towards a new model of widely accessible mobility, and key Bologna commitments, including automatic mutual recognition of credits and diplomas to meet high quality standards in the European Higher Education Area. Problem-based learning and curricular flexibility will endow students with better opportunities on the global market. Shaping European Citizens - a comprehensive approach to language, teaching and learning while promoting citizenship and shared values of freedom, tolerance and non-discrimination through education. Students will become aware and proud of their identity as Europeans and respectful of European cultural heritage and diversity, while maintaining a global perspective. Open Virtual System for Education, Research and Innovation - an open, virtual infrastructure platform for the development of education, research and innovation, dedicated to current and future needs of the environment and society. Training, Research & Development for Industry-oriented problems - creating education and innovative scientific research and technological solutions to build a competitive knowledge-based economy to tackle current and future societal challenges.

Governance structure	Designation	Function
	Governance	(Rectors/Presidents of each partner institution)
	Leadership	(Project leader of each partner institution)
	Management	(Project officers of each partner institution)
	Student Advisory Board (SAB)	The SAB is instrumental in ensuring that student voices are heard and valued in the decision-making process. From providing input on educational initiatives to participating in formative evaluations, the SAB is at the forefront of creating a more inclusive and responsive educational environment.
	EUNICE AISBL Secretary General	The Secretary General at EUNICE AISBL is the cornerstone of the organization's governance and management. This multifaceted role encompasses a range of responsibilities that pivot on efficient operation, facilitation, and collaboration among alliance members for the advancement of European education and research and for the sustainable future of EUNICE, the European University. The Secretary General will oversee four key areas: 1. Operational Management of AISBL and Support to the Board of Directors. 2. Steer Decision-Making in EUNICE. 3. Mediation and Legal Expertise. 4. External Communication, Networking, and Promotion of EUNICE.
Alliance' statutes (if available)	ND The information available about EUNICE statutes is this statement on "European University for Customised Education 2020-2023 Highlight" report (**https://eunice-university.eu/wp-content/uploads/2023/09/EUNICE_booklet_2020-23_web.pdf):** *"On 16th November 2022 the EUNICE AISBL (for International Non-profit Association - in French) was created in Mons, giving it a legal status as an international organisation. The EUNICE AISBL is a full partner of the EUNICE Consortium."*	
Public deliverables (if available)	ND	

YUFE

Official website	YUFE - Young Universities for the Future of Europe https://www.yufe.eu/	
Activity start date	2019	
Leading institution	Maastricht University (The Netherlands)	
No. of partners	10	
Partners	Maastricht University (The Netherlands)	
	University of Antwerp (Belgium)	
	University of Bremen (Germany)	
	University of Cyprus (Cyprus)	
	University of Essex (United Kingdom)	
	University of Eastern Finland (Finland)	
	Universidad Carlos III de Madrid (Spain)	
	University of Rijeka (Croatia)	
	Sorbonne Nouvelle University (France)	
	Nicolaus Copernicus University in Toruń (Poland)	
Mission	Become a successful model of a socially responsible European University.	
Vision	YUFE aims to shape a holistic and inclusive future for European students and learners, and their society.	
KEY joint activities	• Student mobility: Students will be able to move in a seamless way between levels, programmes, modes (blended: physically and virtually), areas (research, innovation, work), duration (full-time and part-time), location and country. • Career development: Career paths and professional development exchanges, as well as internships and training at both academic and non-academic partners of the YUFE Regions, will be supported and provided to both professionals and students. • Connecting and co-creating with local citizens: Students will become involved in the local community by volunteering, setting up citizen helpdesks and by contributing to the development of housing solutions via a co-living programme. • Collaborating with local governments and enterprises: Local/regional governments and SMEs will be partnering with YUFE to foster a bottom-up, Europe-wide co-creation process in social engagement, innovation and entrepreneurship.	
Governance structure	Designation	Function
	Strategic Council	Sets the strategic direction of the alliance
	Executive Committee	Representing YUFE Community
	Central Office Team	The central hub coordinating and supporting alliance-wide initiatives.

Governance structure	YUFE Student Forum	The purpose of the YUFE Student Forum is to ensure that the perspective of the students is always present in the implementation of the YUFE vision. Each partner university elects three students who represent their institution in the YUFE Student Forum and the work packages, which are responsible for the implementation of YUFE. The President of the YUFE Student Forum even co-chairs the YUFE Strategy Board, the highest decision-making body in the YUFE Alliance.
	YUFE Quality Assurance government	YUFE QA Board: This independent body oversees and supports all aspects of quality management, ensuring objectivity and impartiality through its autonomous governance. External YUFE QA Advisory Board: This board is currently being established and will provide proactive and reactive advice to the YUFE QA Board.
Alliance' statutes (if available)	ND The information available about YUFE legal statutes is this notice: "YUFE Becomes an International Non-Profit Association, Solidifying its Commitment to European University Transformation" on 4th March 2024, available here: **https://www.yufe.eu/yufe/yufe-becomes-an-international-non-profit-association-solidifying-its-commitment-to-european-university-transformation/**	
Public deliverables (if available)	ND	

EUTOPIA

Official website	Eutopia – European Universities Transforming to an Open Inclusive Academy https://eutopia-university.eu/
Activity start date	2019
Leading institution	ND
No. of partners	10 (6 pioneers)
Partners	Babeș-Bolyai University in Cluj-Napoca (Romania)
	Vrije Universiteit Brussels (Belgium)
	Ca'Foscari University of Venice (Italy)
	CY Cergy Paris Université (France)
	Technische Universität Dresden (Germany)
	University of Gothenburg (Sweden)
	University of Ljubljana (Slovenia)
	NOVA University Lisbon (Portugal)
	University of Pompeu Fabra (Spain)
	University of Warwick (United Kingdom)
Mission	The mission is to connect communities across our campuses in order to transform our universities into open, inclusive, diverse, and innovative enablers for outreach impact on societies.
Vision	Our approach fosters emergence and innovation, and our shared commitments provide the coherence of our common efforts to ensure that EUTOPIA is: • Geared towards the challenges of the future; • Student-centred and student-empowering; • Committed to the principles of openness and inclusion; • At the service of society.
KEY joint activities	Develop a common EUTOPIA Learning Community – promoting and initiating changes and exchanges in the educational programmes of the EUTOPIA universities. Designate a common set of challenge-driven and integrated EUTOPIA Knowledge Creation Communities – forming cross-disciplinary, challenge-based teams to address societal challenges. Develop the place-making capacities of the alliance – the co-creation of knowledge, environments, platforms, tools and methodologies to enable exchange and dialogue across sectors, institutions and regions. Install activities and mechanisms to ensure inclusive and balanced societies – developing a common strategy to identify exclusionary practices, challenges and obstacles as well as to foster inclusion. Instil both grounded and global internationalisation of the EUTOPIA alliance – stimulating student input to internationalising the curriculum and building strategic partnerships with global (non- European) partners.

Governance structure	Designation	Function
	Board of Presidents	The Board of Presidents shapes the alliance's long-term vision and strategic direction, developing strategies and policies for its sustainability.
	Board of Directors	The Board of Directors supervises the operational management of the alliance and oversees the work of the Central Office and Alliance Management Board.
	Alliance Management Board	The Alliance Management Board coordinates the implementation of the alliance's activities across projects and institutions, in line with the alliance's strategy and long-term vision
	Advisory Council	The Advisory Council advises the alliance, through the Board of Presidents, in its strategic development on various areas, such as education, research, governance, and external engagement.
	Faculty and Staff Council	The Faculty and Staff Council supports EUTOPIA's development by bringing academic and administrative staff members' perspectives, particularly concerning developments in education, research, or collaborative services.
	Student Council	The Student Council is vital in bringing the student voice into the alliance governance. The Council also facilitates promotion of the alliance's initiatives to the EUTOPIA student community.
	Quality Council	The Quality Council oversees quality assurance within the alliance. The Council includes representatives with governance and quality assurance expertise from each member university.
	EUTOPIA Central Office	The EUTOPIA Central Office coordinates governance processes, oversees the progress of the alliance's activities, and provides support and policy advice to the alliance through the Board of Directors. There are also EUTOPIA Local Offices in each partner.
	Institutional Coordinators	Institutional Coordinators coordinate the alliance's projects and activities within their institutions and work closely with the Central Office to facilitate cross-institution cooperation.
	Impact and Dissemination Unit (IDU)	EUTOPIA's IDU coordinates the communications of the alliance and those of all its projects. The IDU is closely related to the Communications Departments of the ten member universities and with the EUTOPIA Student Think Tank. The IDU also manages two of the alliance's workflows: the Impact and the Science Diplomacy initiatives.
Alliance' statutes (if available)	ND	
Public deliverables (if available)	ND	

CIVIS

Official website	CIVIS - Europe's Civic University Alliance https://civis.eu/
Activity start date	2019
Leading institution	
No. of partners	11 (8 pioneers) + 6 associated partners
Partners	Aix-Marseille Université (France)
	National and Kapodistrian University of Athens (Greece)
	University of Bucharest (Romania)
	Université libre de Bruxelles (Belgium)
	Universidad Autónoma de Madrid (Spain)
	Sapienza Università di Roma (Italy)
	Stockholm University (Sweden)
	Eberhard Karls Universität Tübingen (Germany)
	University of Glasgow (Scotland, United Kingdom)
	Paris Lodron University of Salzburg (Austria)
	University of Lausanne (Switzerland)
	Makerere University (Uganda) (associated partner)
	Universidade Eduardo Mondlane (Mozambique)
	Université Hassan II de Casablanca (Morocco)
	University of Sfax (Tunisia)
	Université Cheikh Anta Diop de Dakar (Senegal)
	University of the Witwatersrand (South Africa)
Mission	CIVIS aims to create a truly unique European interuniversity campus where students, academics, researchers and staff will move and collaborate as freely as within their institution of origin. We will develop a deep level of European integration, involving joint learning pathways, development of complementary research facilities and diverse degree pathways.
Vision	Our universities will become CIVIS's European campuses. We envision our European University as a space for innovative and responsible teaching, research, cultural exchanges and citizen action across Europe and its institutions. Based on the solid and innovative education and scientific activity in each institution, CIVIS will unite efforts and experiences to develop a European University with strong links to its local social and geographical environment and an orientation toward global challenges. It will contribute to the social, cultural and economic dynamism at both a local and global scale.

<table>
<tr><td>KEY joint activities</td><td colspan="2">Hubs to develop multi-disciplinary and individualised learning pathways for undergraduate and postgraduate students at CIVIS member universities.
Open labs will act as incubators for educational, research and/or innovative projects which CIVIS partners will develop and implement, together with local stakeholders, to address local challenges. They will give CIVIS students real-world work experience related to their studies, enabling them to acquire transversal skills (‘learning by doing’).
Digital Campus to facilitate collaborative projects and resource sharing among students, as well as academic and administrative staff. It will prove a key asset to seamless mobility within CIVIS, but also to stimulate bottom-up projects between communities.
Innovative Pedagogies will allow CIVIS member universities to share and jointly optimise their teaching techniques. The ‘CIVIS innovative pedagogies module’, will be conceived as a tool for creating and promoting innovative pedagogies within CIVIS, based on ground-breaking research.
Cooperation with academic partners from African and Mediterranean partners to address joint challenges, interests and solutions.</td></tr>
<tr><td rowspan="5">Governance structure</td><td>Designation</td><td>Function</td></tr>
<tr><td>Board of Rectors (BoR)</td><td>Responsible for major decisions, including budget, changes in governance, the roadmap of the five hubs, the political agenda, strategic alliances, and other matters subject to internal approval in the participating universities, the BoR is the main governing body of CIVIS. It is composed of the Rector from each member university and meets, virtually or physically, 4 times a year.
The six-monthly rotation among member universities for chairing the main governance bodies of CIVIS has proved adequate and efficient for the Board of Rectors and the Steering Committee.</td></tr>
<tr><td>Bureau of the Board (BoB)</td><td>At the start of the project a BoB was created, but in 2021 it was discontinued.</td></tr>
<tr><td>Steering Committee (SC)</td><td>It is chaired by a rector, or his/her representative, on the six-month rotation system. The SC works in close coordination with the administrative team of CIVIS, following the work of the different WP and hubs, preparing the decisions that must be taken by the BoR and following the implementation of the various actions. The SC is also free to invite additional experts with consultative capacity (no vote); among these experts, two representatives of the Student Council have been systematically invited during the third year of the project.
The SC is the political body that is most aware of the day-to-day life of CIVIS, and therefore it can be seen as the political executive body of CIVIS.</td></tr>
<tr><td>Participative Council (PC)</td><td>It is chaired by one Vice President of the BoB and is co-chaired by a student. It is designed to allow representatives from different university communities to express their needs and ideas in view of advising, feeding and challenging the BoR and the SC. To encourage local and global support from each university, a local PC can be established at the level of each University. These local PC or their equivalent can make suggestions to their university and assist in the implementation of projects.</td></tr>
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Governance structure	Consultative Council (CC)	The composition of the CC is the following: 8 rectors (or their representatives) + 16 stakeholders. Among the 16 stakeholders, 8 are representatives of the regions or equivalent local authorities, and 8 are chosen by the BoR among the propositions made by each university trying to have businesses, civil society organisations and museums.
	Hub Councils (HC)	The HC are composed of representatives of the programs (including students), labs and organisations involved in the WP3, WP4 and WP5 projects. Supervised by the SC, they are in charge of implementing the CIVIS Challenge-based approach through call for projects, and evaluating the application sent by CIVIS academics.
	Student Council (SC)	The CIVIS Student Council is the body representing all students enrolled at the 11 member universities of the CIVIS Alliance. The council is the voice of the students and its goal is to ensure that the needs of the students are accounted for, met and respected. The Student Council consists of the managing committee, chair and secretary, and the leaders of the five working groups: Social Media, Internal communication, Mobility, Rules of Procedure and African Partnerships. The characteristics of the working groups ensure that the Student Council is in constant connection with the students, facilitating the communication of their needs to other responsible bodies. The Student Council is also present and active in various CIVIS Alliance structures. The students work alongside the academics and administrative staff in designing and innovating our common academic space, as important actors in the co-creation process of Europe's Civic University Alliance.
Alliance' statutes (if available)	ND In May 2020, the Legal Entity Task Force was able to recommend a more detailed study of two possibilities, the AISBL (Association Internationale Sans But Lucratif) of Belgian law and the EGTC (European Grouping of Territorial Cooperation). The final decision rested on an AISBL.	
Public deliverables (if available)	https://civis.eu/en/resources	

Film-EU

Official website	FilmEU - European Alliance for Film and Media Arts https://www.filmeu.eu/
Activity start date	2020
Leading institution	Lusófona University (Portugal)
No. of partners	8 (4 pioneers)
Partners	Lusófona University (Portugal)
	LUCA School of Arts (Belgium)
	Institute of Art Design and Technology Dún Laoghaire (Ireland)
	Tallinn University (Estonia)
	The Lithuanian Academy of Music and Theatre (Lithuania)
	VIA University College (Denmark)
	National Academy for Theatre and Film Arts “Krustyo Sarafov” (Bulgaria)
	Academy of Performing Arts (Slovakia)
Mission	Our mission is to build a European University of Film and Media Arts for the future of Europe and its cultural and creative sectors. We will do this by unlocking the full added value of the University Alliance FilmEU through an enabling strategy of empowering, co-creation and bridging among the partners and beyond.
Vision	We envision FilmEU as a significant full-fledged European University of excellence. It will be built on long-term structural and strategic cooperation, common values and core principles agreed at all institutional levels. FilmEU+ will allow us to fully realise that vision by building on previous experience and design measures. We will consolidate gains made and move forward implementing several new transformational modules that will materialize our understanding of what a European University should be. Our vision will achieve a value proposal that meets the expectations of all stakeholders and society.
KEY joint activities	• A common joint governance structure that will implement cooperatively designed policies and action plans in order to increase the profile of Film and Media Arts education, innovation and research in Europe; • Common degrees with harmonized curriculums and alternative paths of specialization and embedded mobility; • A network of centres of competences named “FILMEU HUB” based on a number of common infrastructures – labs – that span the main areas of research and technical expertise on which the consortium is focused and that support an innovative challenge-based pedagogical model; • Common virtual spaces and digital tools for learning and services, including a virtual learning and collaboration space, a common production management tool, a common media management tool and repository, and a common media facilities and equipment management tool.

	Designation	Function
Governance structure	Steering Committee	Steering Committee (SC) is the primary management and strategic body during the funded period and ensures the decision-making, reporting and communication between partners. It's chaired by the coordinator and it is comprised of two experts per Institution, a vote each. Representatives must come from a senior executive level and from an active and experienced academic field in the screen arts.
	Project Management Office	The Project Management Office is a unified structure integrating staff from each partner. Its role is to manage the project, support the steering committee by orchestrating and facilitating the project work, and liaise closely and regularly with every partner. The staff are involved in routine management, progress monitoring, partner liaison, and technology and content oversight. It meets monthly with the SC.
	Task Forces	Task Forces (TF), one per project work package (WP), are responsible for all technical and scientific decisions made within their WP. TF control WP tasks by consensus of the partners and under the leadership of the WP leaders. They establish mechanisms for the WPs that ensure the quality of deliverables and other outcomes that are needed for other WPs and present all deliverables to the SC. Each TF includes one delegate from each full partner participating in the WP, plus one extra representative from each co-leader who will lead the TF. Each TF Leader is responsible for summarising the progress of WP during the yearly FILMEU Summit. TF meet as frequently as needed – at least once a month - to accomplish the work plan. Task Forces Leaders Council (TFLC) will ensure transversal communication across all TF.
	Academic Council	This council is the highest decision-making and oversight structure, the one who will ultimately approve all decisions taken by the task forces (TF) and steering committee (SC). It will have financial oversight approving yearly accounts and all significant academic decisions. These ultimate decisions will take the form of approval of the yearly WP reports of all FilmEU+ activities. The AC will meet twice a year. The governing policy, protocols and legal frameworks of the AC and its areas of competence will be codified as part of FilmEU's evolving governance structures.
	Advisory Board	Advisory Board is composed of six representatives from the associated partners. This board meets at least once a year for progress presentations and quality control feedback. Associated partners also engage (with individual WP task forces).
	Student Council	Student Council will sit twice a year to discuss student perspectives on the Alliance and its activities. Each Alliance member will have three student representatives, (one undergraduate, one graduate and one postgraduate). Students will have the capacity to propose resolutions that will be considered by the steering committee subject to FilmEU regulations. Other competencies will be included as the governance model evolves. The council will elect, from its members, 2 students to sit on the Academic Council.

Alliance' statutes (if available)	ND Information about Filmeu legal entity – a not-for-profit organisation under the Belgian law, is summary described on page 15 of the report "Handbook of innovative model of management and governance in FILMEU with inputs for the toolkit". https://www.filmeu.eu/images/FilmEUFinalPublicDeliverables/D%207.6_FilmEU.pdf Note: *"The association was established by 3 core partners (Lusofona, IADT and Luca) in 2022 and will expand to include all 8 partners over the course of the next phase of development."*
Public deliverables (if available)	https://www.filmeu.eu/filmeu-university/achievements-outputs

Una-Europa

Official website	Una-Europa https://www.una-europa.eu/
Activity start date	2019
Leading institution	ND
No. of partners	11 (8 pioneers)
Partners	Freie Universität Berlin (Germany)
	University of Bologna (Italy)
	University College Dublin (Ireland)
	University of Edinburgh (United Kingdom)
	University of Helsinki (Finland)
	Kraków University (Poland)
	Leiden University (The Netherlands)
	KU Leuven (Belgium)
	Complutense University of Madrid (Spain)
	Paris 1 Panthéon-Sorbonne University (France)
	University of Zurich (Switzerland)
Mission	https://www.una-europa.eu/about/manifesto
Vision	Una-Europa 2030 Strategy https://una-europa.imgix.net/resources/Una-Europa-2030-Strategy_Shaping-our-shared-future-for-the-better_digital-publication.pdf
KEY joint activities	• Una-Europa Future UniLab – an innovative 'living laboratory' – will develop ground-breaking cooperation models and formats pertaining to European higher education and research. • Joint Innovative Formats for education and mobility will cover the four interdisciplinary focus areas of European Studies, Cultural Heritage, Sustainability and Data Science & Artificial Intelligence (based on the latest educational research and design models), integrating research and innovation in education. • The Una-Europa community will advance community building between the Una Europa member universities and with the different local and regional communities. • Consolidating the European University Ecosystem and tackling obstacles by removing administrative, legal and other obstacles and exploiting technology, so students and staff can take advantage of flexible inter-university education and solid joint quality assurance system facilities.

Governance structure	Designation	Function
	General Assembly	The General Assembly consists of the 11 partner universities, each represented by their Rectors or Presidents, and eight university-related members. The General Assembly is the highest decision-making body in Una Europa.
	Board of Directors	The Board of Directors consists of the 11 partners' Vice-Rectors International and is responsible for the management oversight of Una Europa vzw. The Board appoints its own President, Treasurer and Secretary-General.
	External Advisors	The Una Europa External Advisory Board is appointed to advise the Association via the Board of Directors on the future-oriented strategic direction of Una Europa, transcending the scope of individual projects delivered by the alliance.
	Student Board	ND
	Teaching&Learning Strategy Group	ND
	Research Strategy Group	ND
	Una.Futura - Project Coordinator	ND
	Una.Futura – Executive Committee	The Executive Committee is responsible for the management of the Una.Futura project. The members of the Executive Committee are, in principle, the same as the Board of Directors, in order to ensure synergies between management of the four-year project and the longer-term goals of Una Europa.
	Una.Futura – Steering Committee	ND
Alliance' statutes (if available)	ND Una-Europa was formally established as a non-profit association under Belgian law (vzw) in Kraków on 1 February 2019. The Association is based in Brussels and was created to ensure the success and sustainability of the alliance. It is responsible for: • pursuing integrated cooperation between its university partners in high-quality education research, and services to society • creating a culture of excellence in education and research and fostering best practices • contributing to the development of the European Higher Education Area and the European Research Area.	
Public deliverables (if available)	https://www.una-europa.eu/knowledge-hub	

ECIU

Official website	ECIU - European Consortium of Innovative Universities http://www.eciu.eu
Activity start date	2019
Leading institution	ND
No. of partners	13 (12 pioneers) + 1 associated partner
Partners	Aalborg University (Denmark)
	Dublin City University (Ireland)
	Hamburg University of Technology (Germany)
	Institut National des Sciences Appliquées (France)
	Kaunas University of Technology (Lithuania)
	Linköping University (Sweden)
	Lodz University of Technology (Poland)
	Tampere University (Finland)
	Universitat Autònoma de Barcelona (Spain)
	University of Aveiro (Portugal)
	University of Stavanger (Norway)
	University of Trento (Italy)
	University of Twente (The Netherlands)
	Tecnológico de Monterrey (Mexico) (associated partner)
Mission	ECIU University is an agile, open agora at the European level for solving multi-disciplinary societal challenges, doing research and learning for life. We create an invigorating model of a true European University for the benefit of European society.
Vision	We believe in a European-wide ecosystem based upon open and inclusive collaboration connecting societal stakeholders, researchers and learners to provide European answers to future societal challenges. We create a playground for solving multi-disciplinary challenges in entrepreneurial, innovative ways and provide personalised learning and career opportunities for life at the European level, enabled by a novel university model based upon co-creation. Vision 2030 https://assets-global.website-files.com/562fb917aa38ca2e349b422e/5fa153b1c8e6ad03c125f699_20201195%20ECIU%20-%20Opmaak%20visie%202030%204.pdf

<table>
<tr><td>KEY joint activities</td><td colspan="2">Challenge-based education and research organised around United Nations Sustainable Development Goal 11 and fostered by an entrepreneurial mind-set and developed civic engagement.
Open and original education with flexible learning pathways, including embedded structured mobility, micro-credentials, leading to a competence passport or European degree (a trans-European challenge-based learning scheme).
Model for transnational challenge-based education – a number of education and innovation labs focusing on innovation in teaching, learning and research. A place to scale up existing educational models and to co-create new models.</td></tr>
<tr><td rowspan="5">Governance structure</td><td>Designation</td><td>Function</td></tr>
<tr><td>ECIU Central Office</td><td>ND</td></tr>
<tr><td>ECIU Presidium</td><td>ND</td></tr>
<tr><td>ECIU University Board</td><td>ND</td></tr>
<tr><td>ECIU Institutional Coordinators</td><td>ND</td></tr>
<tr><td>Alliance' statutes
(if available)</td><td colspan="2">ND
The ESEU-project, of which all ECIU members and many of their national authorities are partners, test a possible European legal status for higher education institutions to simplify international cooperation and advise European policy-makers about shaping future policies in this field. The project report on the legal implications, benefits, challenges and feasibility of the European Grouping of Territorial Cooperation (EGTC), the European Cooperative Society (SCE), the Societas Europea (SE) and the European Institute of Innovation and Technology (EIT).
https://www.eciu.eu/eu/eseu</td></tr>
<tr><td>Public deliverables
(if available)</td><td colspan="2">https://www.eciu.eu/deliverables#results</td></tr>
</table>

AURORA

Official website	Aurora European University https://aurora-universities.eu/
Activity start date	2020 (2016 as a consortium of research-intensive universities)
Leading institution	ND
No. of partners	9 + 4 associated partners + 1 global partner
Partners	Vrije Universiteit Amsterdam (The Netherlands)
	Háskóli Íslands|University of Iceland (Iceland)
	Universität Duisburg-Essen (Germany)
	Universitat Rovira i Virgili (Spain)
	Universität Innsbruck (Austria)
	Universita Federico II of Naples (Italy)
	Univerzita Palackévo v Olomouc (Czech Republic)
	Handelshøjskolen i København|Copenhagen Business School (Denmark)
	Université Paris-Est Créteil (France)
	Pavol Jozef Šafárik University in Košice (Slovakia) (associated partner)
	South-West University “Neofit Rilski” (Bulgaria) (associated partner)
	University of Tetova (North Macedonia) (associated partner)
	V. N. Karazin Kharkiv National University (Ukraine) (associated partner)
	University of Minnesota (USA) (global partner)
Mission	The Aurora European University aims to equip a diverse student population with the skills and mindset to contribute to addressing societal challenges as social entrepreneurs and innovators. Collaboration between academic and other staff, students and external stakeholders characterises how we operate. Sustainability of our campuses and our education, research and outreach places us at the forefront of sustainable universities. objectives
Vision	Matching academic excellence with societal relevance: Aurora rejects the popular assumption that academic excellence equals exclusivity. Making our education, research and innovation as responsible and beneficial as possible to our society is the common quest on which Aurora universities found each other and will continue to support and stimulate each other.
KEY joint activities	Aurora Competence Framework, to equip a diverse student population with the skills and mindset to make them social entrepreneurs and innovators, willing and able to tackle the major challenges of our societies. Aurora Education Area, giving students a meaningful international experience through embedded mobilities. Aurora Co-creation and topical platforms making inclusive collaboration with external stakeholders and students regular practice in education, research and outreach - at local, national, European and global level. Aurora Capacity Development Support, contributing to an even distribution of higher education & research excellence across all regions of Europe.

	Aurora Sustainability Pioneers, with Aurora SDG (Sustainable Development Goals) Research and Education dashboards, Alliance-level SDG education and a jointly implemented Aurora Sustainable Campus plan.	
Governance structure	Designation	Function
	General Council & Board	Aurora has a General Council which consists of the rectors/presidents of the Aurora universities – or their formal representatives and two members of the Aurora Student Council. The General Council meets twice a year. In addition to the General Council, Aurora has a board of four rectors/presidents and the president of the Aurora Student Council who are charged with the management of the association.
	Vice-rectors of Research/Education	
	Aurora Institutional Coordinators	Each Aurora university has an institutional coordinator who monitors the Aurora activities in their own institution as well as in the network.
	Aurora Central Office	Aurora is supported by a small central office consisting of eight team members: Secretary-General, Programme Manager, EU Liaison – Policy Advisor, Communications Officer and Administrative Officer
	Aurora Student Council	Aurora Student Council (ASC) consists of two elected student representatives from each university, who collectively decide on student priorities within Aurora. The council is led by the elected president and vice-president.
Alliance' statutes (if available)	ND	
Public deliverables (if available)	https://aurora-universities.eu/resources/for-institutional-planning/ https://aurora-universities.eu/research-resources/	

E³UDRES²

Official website	E³UDRES² - Engaged and Entrepreneurial European University as Driver for European Smart and Sustainable Regions https://www.eudres.eu/	
Activity start date	2020	
Leading institution	St. Pölten University of Applied Sciences	
No. of partners	9 (6 pioneers)	
Partners	St. Pölten University of Applied Sciences (Austria)	
	Fulda University of Applied Sciences (Germany)	
	Polytechnic Institute of Setúbal (Portugal)	
	Jamk University of Applied Sciences (Finland)	
	Hungarian University of Agriculture and Life Sciences (Hungary)	
	Saxion University of Applied Sciences (The Netherlands)	
	UC Leuven-Limburg University of Applied Sciences (Belgium)	
	Polytehnica University Timisoara (Romania)	
	Vidzeme University of Applied Sciences (Latvia)	
Mission	We inspire open-minded people to co-create solutions for environmental, societal and economic challenges, support individual learners to unleash their talents and develop future-oriented skills, empower creative ent-r-e-novators (entrepreneurs, researchers, educators and innovators) and act as an inclusive and engaged platform for collaborative innovation that strengthens a smart and sustainable society.	
Vision	We promote Smart and Sustainable Regions (S²-Regions) to shape a peaceful and prosperous European future for responsible citizens as a pioneering full-fledged Engaged and Entrepreneurial European University (E³-Universities).	
KEY joint activities	• Co-ideating an exemplary model for the governance of a progressive European University • Developing a common educational model for students by offering open educational resources, shared modules and joint degrees with mobility opportunities. • Establishing I-Living Labs, I-research networks and I-cubator programmes for future universities and smart and sustainable regions. The "I" stands for inspiring, innovative, intercultural, international, interdisciplinary, inter-sectoral, inclusive and intense. • Co-creating activities that promote open and engaged knowledge exchange that contribute and interact with regional communities and are acknowledged as good practice on a European level.	
Governance structure	Designation	Function
	E³UDRES² Managing Board	ND
	E³UDRES² Coordinators at the institutions	ND

Governance structure	E³UDRES² Board of Student Representatives	Is the main body of student representation within the E³UDRES² Alliance. It is composed of students from all partnering institutions and represents the interests of students from all E³UDRES² universities. Many of the members of the board are also active in the student representation of their home university.
	E³UDRES² Advisory Board	Various high-ranking professionals dedicate their time and expertise to give feedback on E³UDRES² activities, plans and visions. The Advisory Board also helps to keep in track with the needs, challenges, and opportunities of collaborators, partners and various other stakeholders.
	10 team works (= "10WP")	At the moment, the work within E³UDRES² is shared among ten teams (internally called "Work Packages"), handling various tasks and working on different topics.
Alliance' statutes (if available)	ND Notice about the creation of an association here: **https://eudres.eu/news/eudres-alliance-establishes-association-to-strenghten-long-term-commitment** *"With the founding of an E³UDRES² association, the network now established its first legal entity. The association serves as an umbrella organization, dedicated to further deepening the strategic collaboration and supporting relevant activities of its full partner higher education institutions united within the E³UDRES² alliance. This step not only bears a strong symbolic significance, but also brings the alliance further in terms of an even stronger sharing of capacities, resources and concepts developed jointly by the alliance.* *The association's concept and horizon extend beyond the Erasmus+ funding phase alone, reflecting the alliance's long-term vision. This allows for more transparent roles and responsibilities in alliance governance, as well as potential engagement in other projects, initiatives, and partnerships at a European and even global level.* *Founded under Austrian Law and situated in St. Pölten, the association extends its reach across Europe. It is represented by a recently elected Managing Board."*	
Public deliverables (if available)	**https://eudres.eu/assets/files/eudres_open_policy_strategy.pdf** **https://eudres.eu/public-deliverables**	

UNITA

Official website	UNITA – Universitas Montium https://univ-unita.eu/Sites/UNITA/en/
Activity start date	2020
Leading institution	ND
No. of partners	10 (6 pioneers) + 2 associated partners
Partners	University of Beira Interior (Portugal)
	Guarda Polytechnic University (Portugal)
	Public University of Navarra (Spain)
	University of Zaragoza (Spain)
	University of Pau et des Pays de l'Adour (France)
	University of Savoie-Mont Blanc (France)
	University of Turin (Italy)
	University of Brescia (Italy)
	University of Vest din Timisoara (Romania)
	Transilvania University of Brasov (Romania)
	Haute Ecole Spécialisée de Suisse Occidentale (Switzerland) (associated partner)
	Yuriy Fedkovych Chernivtsi National University (Ukraine) (associated partner)
Mission	UNITA phase one: foundation for the deep institutional transformation of the institutions. UNITA phase two: bring the institutionalised cooperation to the next level, contributing to the educational, scientific and cultural progress of regions, fostering their sustainable development, strengthening the local innovation ecosystems supporting their transition to a knowledge-based economy, whilst promoting and accelerating European integration within and beyond them.
Vision	The long-term vision is to transform the way we cooperate, educate, do research, innovate, and reach out to society. Within 10 years from now, our learners should be able to choose their personalised, multilingual and international study paths from a rich learning offer. Students, academic and administrative staff will benefit from seamless mobility opportunities across the alliance and beyond, including rural experiences. Our institutions will function as innovation incubators within and across their territories matching the ambitions of the European Innovation Agenda and of the European Skills Agenda. We will have deepened and formalised our cooperation with our global partners. We will have substantially diminished carbon emission and implemented strategies for financial sustainability. We want to be a forum for citizen science, a catalyst for European integration and a reliable global player with solutions for digital and green transition, addressing labour market challenges and social or societal issues through the excellent education and training, interdisciplinary knowledge and competencies and innovative research solutions.

<table>
<tr><td>KEY joint activities</td><td colspan="2">• Customisation of students' curricula through faster recognition tracks, offering an online matrix for recognizable activities and creating Hubs of Success.
• Virtual Campus as unique entry-point for UNITA students and for anybody interested in UNITA activities.
• Inter-comprehension micro-credentials for all UNITA actors and an inter-comprehension-based Romance language-learning program.
• Online cartography of researchers, facilities, partners as well as dedicated Research & Innovation Hubs in the fields of Renewable energies, Cultural heritage, and the Circular economy, particularly the Bioeconomy.
• UNITA Green Deal for mobility and new forms of mobility: physical, blended and virtual; short and long; in and off campus; to and from our territories (in particular virtual mobility and Rural Erasmus).</td></tr>
<tr><td rowspan="5">Governance structure</td><td>Designation</td><td>Function</td></tr>
<tr><td>Strategic Board (SB)</td><td>The SB is made up of the legal representatives of the EEIG members or the persons delegated by them. It can take any decision aimed at realizing the object of the EEIG.
Major decisions:
*establish the strategic lines and the inventory of the EEIG's activities,
*approve the budget drawn up by the MB;
*approve the program and the proposals for carrying out the activities established by the PPC.</td></tr>
<tr><td>Management Board (MB)</td><td>The EEIG is managed by a MB.
Each member has the status of co-manager.
Co-managers have identical powers; ensure the functioning of the EEIG, the correct conduct of current affairs; they organize activities and hire staff.
At the request of the SB each co-manager may represent the EEIG towards third parties.</td></tr>
<tr><td>Proposal and Pilot Committee (PPC)</td><td>PPC defines the means and methods to be implemented to rigorously carry out the EEIG and the alliance' activities.
They are responsible for the evolution of the internal regulations and for the submission of proposals for approval by the SB.
They also control the MB according to the internal regulations.</td></tr>
<tr><td>UNITA local offices</td><td>Local teams in each partner that conduct and organize the activities.</td></tr>
<tr><td>Alliance' statutes
(if available)</td><td colspan="2">Link to the statutes of the UNITA Universitas Montium European Economic Interest Group in the original (Italian) version:
https://univ-unita.eu/Ficheiros/Sites/86/Paginas/1255/D8.3_UNITA%20EUROPEAN%20SOCIETY.pdf
The UNITA EEIG was registered at the Torino local Chamber of Commerce on 13 January 2023.</td></tr>
</table>

Public deliverables (if available)	https://univ-unita.eu/Sites/unita/en/Pagina/unita_pilot_phase#papers https://univ-unita.eu/Sites/unita/en/Pagina/unita_pilot_phase#best_practices All the public deliverables refer to UNITA pilot phase (2020/2023). They also disclosure a summary with the main Outputs, Outcomes and Impacts produced by each WP task: https://univ-unita.eu/Sites/unita/en/Pagina/unita_pilot_phase#pilot_phase

Annexe 2 - ERASMUS+ Pilot Projects

RESULTS OF THE ERASMUS+ CALL ON EUROPEAN POLICY EXPERIMENTATION IN HIGHER EDUCATION

PILOT INSTITUTIONALISED EU COOPERATION INSTRUMENTS TO EXPLORE THE FEASIBILITY FOR A POSSIBLE EUROPEAN LEGAL STATUS FOR ALLIANCES OF HIGHER EDUCATION INSTITUTIONS

PROJECT NAME	ERASMUS+ call EDU-2022-POL-EXP-HE	PARTNERS	COUNTRY
EGAI - UNITA as a model for institutionalized University cooperation: from the European Grouping of economic interest to the European grouping of academic interest	Grant agreement 101114602	UNIVERSIDADE DA BEIRA INTERIOR	PT
		UNIVERSIDAD DE ZARAGOZA	ES
		UNIVERSITA DEGLI STUDI DI TORINO	IT
		UNIVERSITATEA DE VEST DIN TIMISOARA	RO
		UNIVERSITE DE PAU ET DES PAYS DE L'ADOUR	FR
		UNIVERSITE SAVOIE MONT BLANC	FR
ESEU - A European Status for ECIU University	Grant agreement 101113719	DUBLIN CITY UNIVERSITY	IE
		INSTITUT NATIONAL DES SCIENCES APPLIQUEES DE ROUEN	FR
		KAUNO TECHNOLOGIJOS UNIVERSITETAS	LT
		LIETUVOS RESPUBLIKOS SVIETIMO, MOKSLO IR SPORTO MINISTERIJA (Ministry of Education, Science and Sport)	LT
		LINKOPINGS UNIVERSITET	SE
		MINISTERIO DA EDUCACAO E CIENCIA (Ministry of Education and Science)	PT
		POLITECHNIKA LODZKA	PL
		STICHTING EUROPEAN CONSORTIUM OF INNOVATIVE UNIVERSITIES	NL
		TAMPEREEN KORKEAKOULUSAATIO SR	FI
		TECHNISCHE UNIVERSITAT HAMBURG	DE
		UNIVERSIDAD AUTONOMA DE BARCELONA	ES
		UNIVERSIDADE DE AVEIRO	PT
		UNIVERSITA DEGLI STUDI DI TRENTO	IT
		UNIVERSITEIT TWENTE	NL
		UNIVERSITETET I STAVANGER	NO
Leg-UniGR - Blueprint for a legal entity for cross-border university alliances	Grant agreement 101114596	HOCHSCHULE FUR TECHNIK UND WIRTSCHAFT DES SAARLANDES	DE
		TECHNISCHE UNIVERSITAT KAISERSLAUTERN	DE
		UniGR a.s.b.l.	LU
		UNIVERSITAT DES SAARLANDES	DE
		UNIVERSITAT TRIER	DE
		UNIVERSITE DE LIEGE	BE
		UNIVERSITE DE LORRAINE	FR
		UNIVERSITE DU LUXEMBOURG	LU
STYX - EUt+ Status and structure experience	Grant agreement 101114599	HOCHSCHULE DARMSTADT (UNIVERSITY OF APPLIED SCIENCES H-DA)	DE
		RIGAS TEHNISKA UNIVERSITATE	LV
		TECHNICAL UNIVERSITY OF SOFIA	BG
		TECHNOLOGICAL UNIVERSITY DUBLIN	IE
		TECHNOLOGIKO PANEPISTIMIO KYPROU	CY
		UNIVERSIDAD POLITECNICA DE CARTAGENA	ES
		UNIVERSITATEA TEHNICA CLUJ-NAPOCA	TO
		UNIVERSITE DE TECHNOLOGIE DE TROYES	FR

Annexe 3 – European Universities Alliances self-presentations

@FOREU4ALL Governance and Legal Entity Sub-group

In order of appearance:

CHARM EU

Circle U.

EELISA

ENLIGHT

EU4DUAL

EUNICE

EUt+

FORTHEM

NEOLAiA

RUN-EU

SEA-EU

UNIC

UNIgreen

UNITA

CHARM-EU

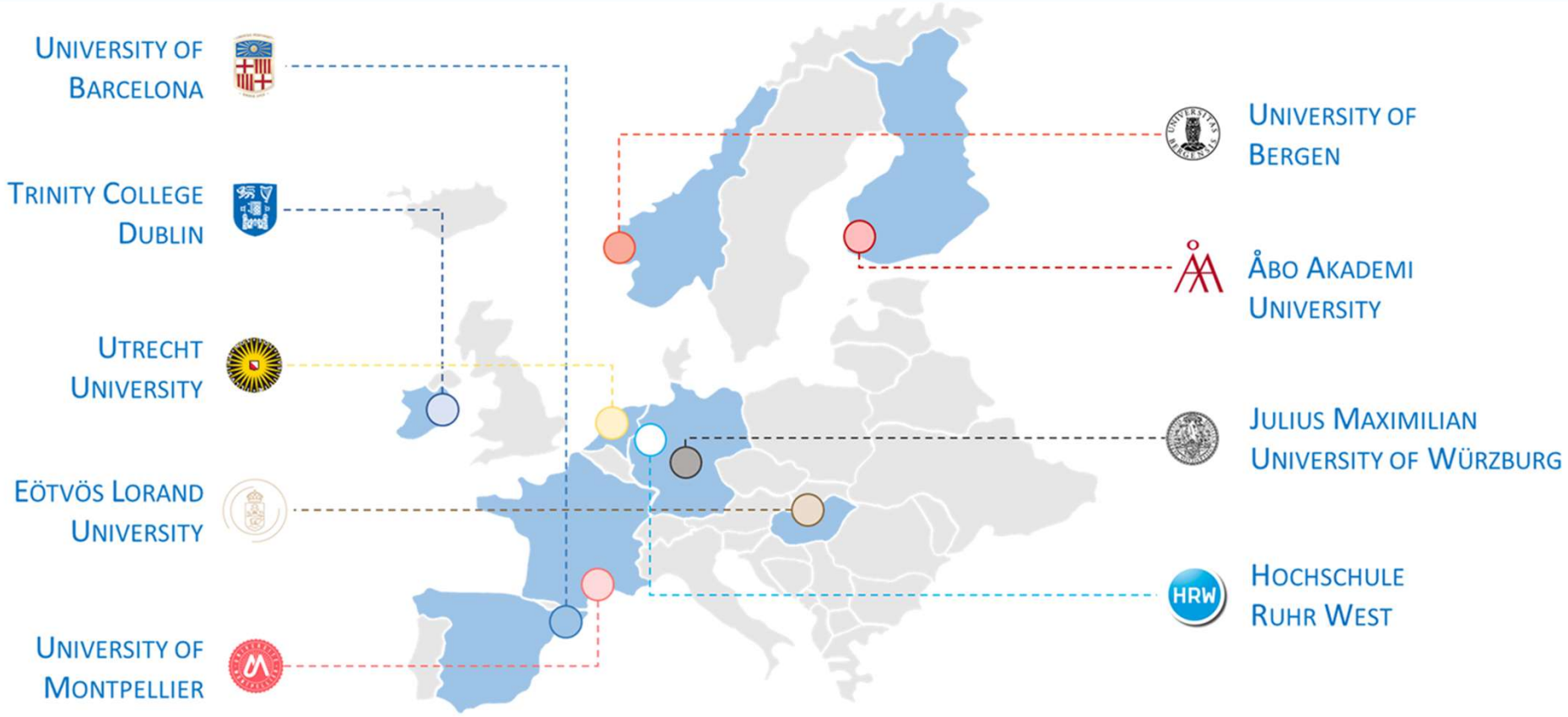
CHARM-EU Governance

8th of March 20204

Universitat de Barcelona · Trinity College Dublin, Coláiste na Tríonóide, Baile Átha Cliath, The University of Dublin · Utrecht University · Eötvös Loránd University | Budapest · Université de Montpellier · Åbo Akademi University · Julius-Maximilians-Universität Würzburg · HRW Hochschule Ruhr West University of Applied Sciences · Universitetet i Bergen

Co-funded by the European Union

The alliance

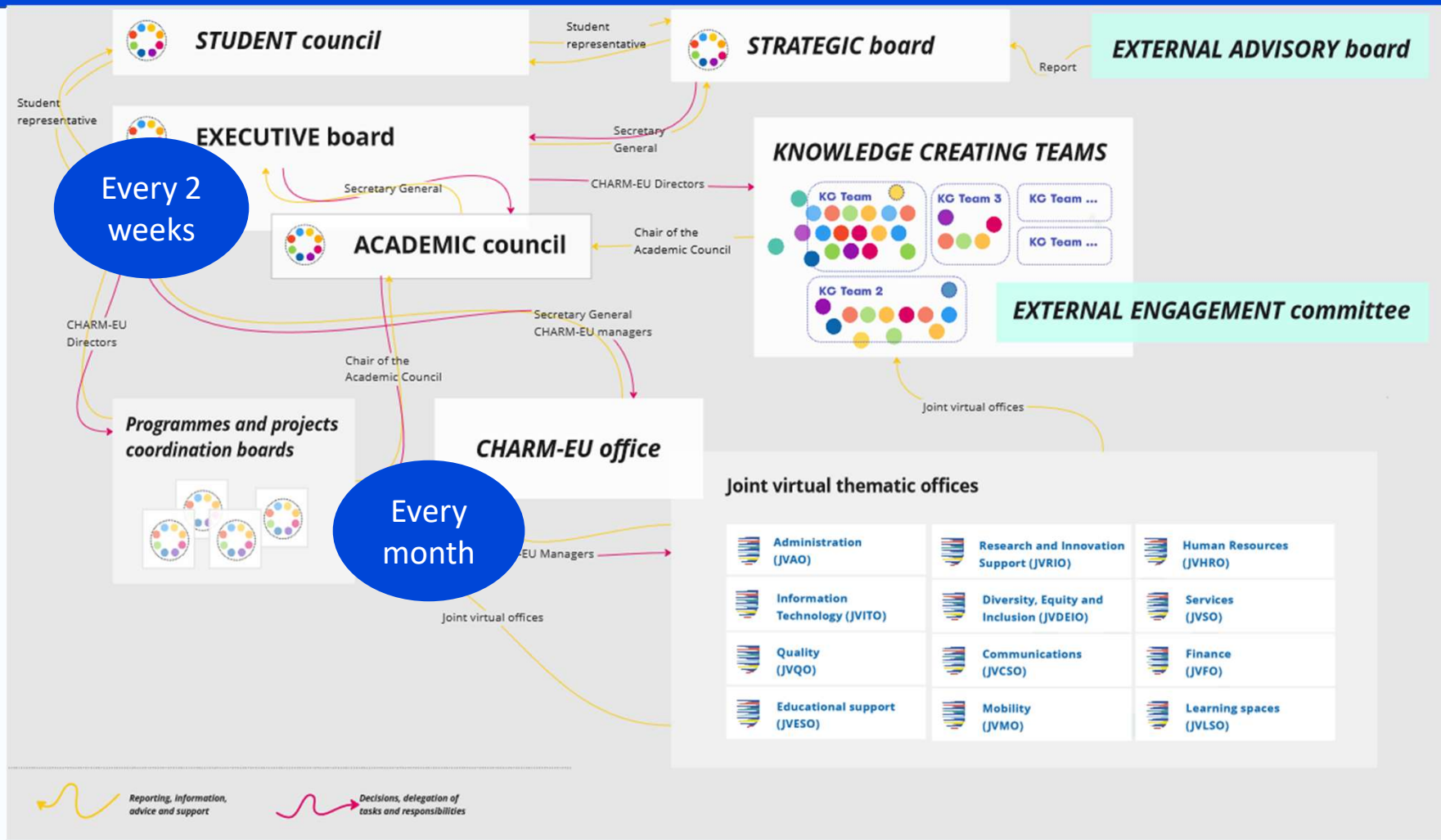


Principles

- ✓ Flat organisation (as flat as possible!).
- ✓ Aligned with the partners' governance.
- ✓ One representative per institution in all de Boards.
- ✓ Integrated Education and R&I approach
- ✓ Decision making process by consensus. Only the Strategic Board has voting rights regulated in case of a challenge been scaled.
- ✓ Annually (at least) reviewed.
- ✓ CHARM-EU values embedded and boards used as exemplars.
- ✓ Systematic and rigorous preparation.
- ✓ Flexible.

Decision about legal entity by the end of the year

Governance and management structure



Executive Board (the main Board)

Composition: The Executive Board is constituted by the CHARM-EU Directors one per member institution, and the Alliance Secretary General. The CHARM-EU Managers attend the meetings but do not have a voting right.

Chair: One of the CHARM-EU Directors chairs the Executive Board. The chair rotates every 6 months. The order of the Chairs is established so that the Chair of the Strategic Board doesn’t change at the same time as the Executive Board, and they are not from the same university..

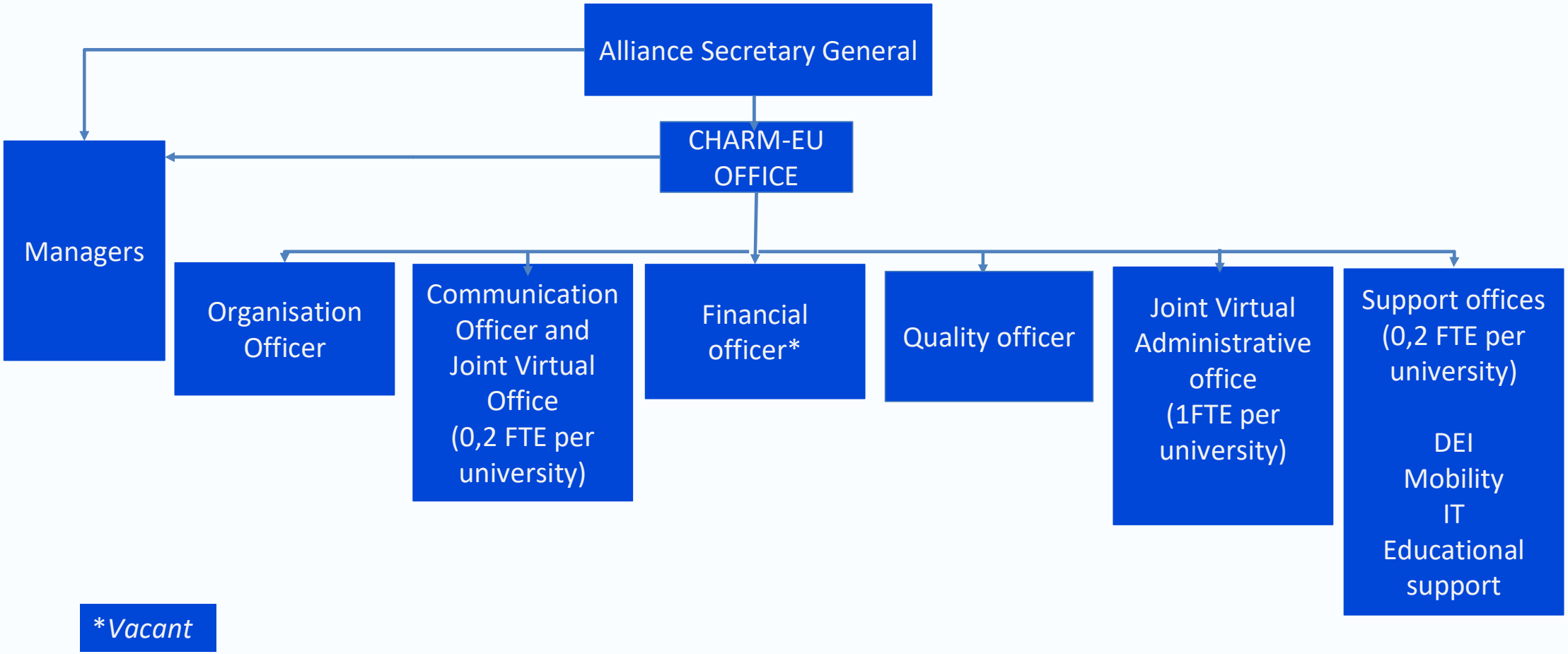
Executive Board (the main Board)

Areas of responsibility

CHARM-EU Directors divide tasks amongst them (portfolio-holders), that means that each of them is responsible for one of the areas of activity of CHARM-EU, prepares the planning, is responsible for the execution and the follow-up and report to the Executive Board.

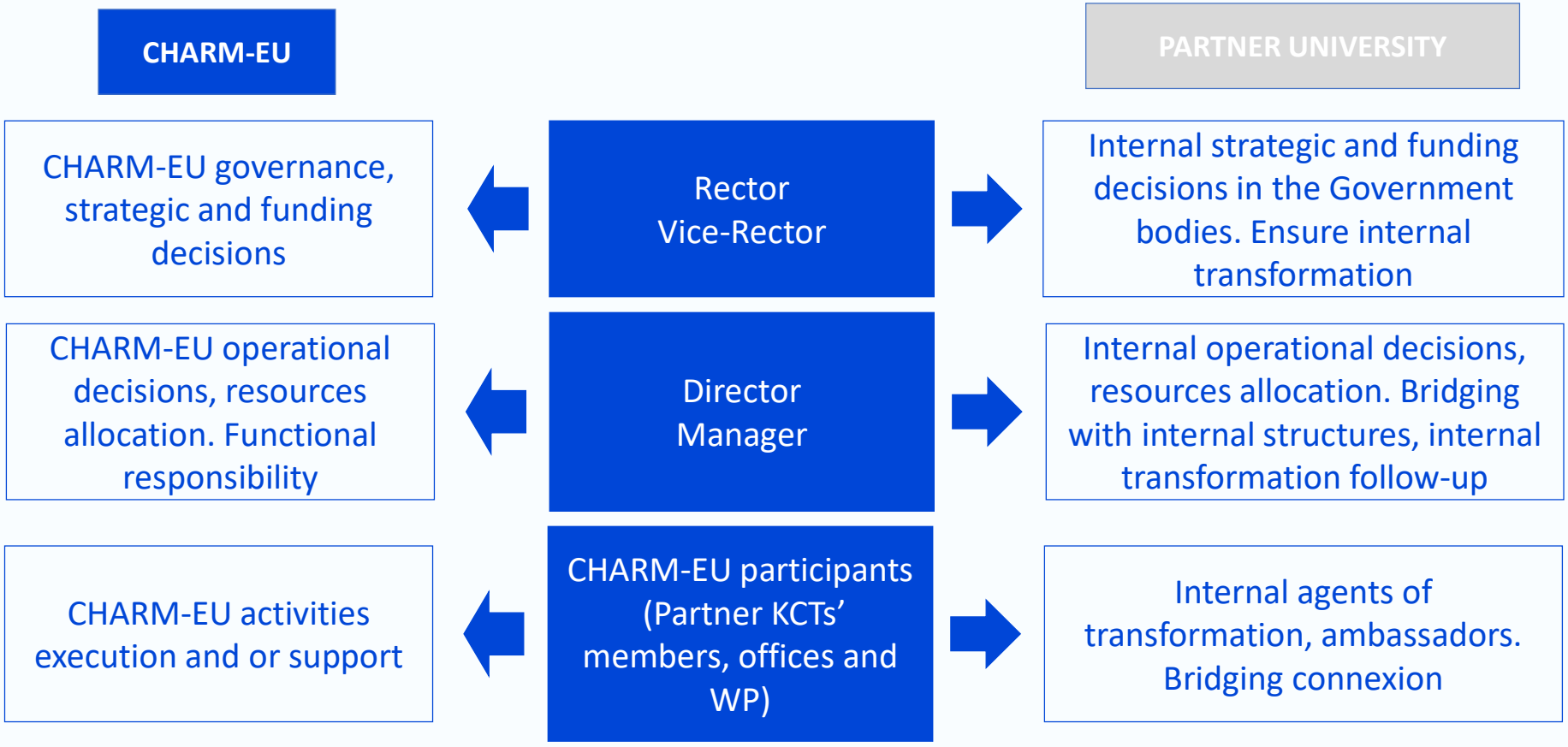
The areas of responsibility will be distributed in a balanced way during the first month of the implementation: educational innovation activities, research and innovation activities, students, knowledge creating teams, partnerships/external stakeholders, professional development and recognition, mobility, equity-diversity-inclusion, communication, IT, quality, projects, and the governance model. The Executive Board can decide to rotate responsibilities.

Management structure



**Vacant*

Governance and management structure



What we are satisfied with

- ✓ Team work, values and respect. Conflict resolution.
- ✓ Efficiency of decisions and their implementation.
- ✓ Systemic functioning.
- ✓ Integration with the partners governance.

What challenges do we face

- ✓ Slow decision making processes. Sometimes revisiting decisions.
- ✓ Different levels of commitment due to several aspects (size, time in the alliance, profile). Inequities at the financial level (national co-funding, Erasmus+ grants, etc.)
- ✓ Different decision making speed at the partner level.
- ✓ Weak legal status based on the Consortium Agreements.
- ✓ Some confusion on how to operate Governance and project topics/decisions.

What is going on

- ✓ Integration of Research and Innovation.
- ✓ Strategic planning 2024-2030 (or 2034?)
- ✓ Legal entity decision by the end of the year
- ✓ Creation of other Joint Virtual Offices (R&I Support and TTO)

Documents available

- ✓ **White Paper On The Governance Of European Universities:** The Case of CHARM-EU https://www.charm-eu.eu/toolkit/white-paper-governance-european-universities-case-charm-eu
- ✓ **CHARM-EU Governance Terms of Reference** https://www.charm-eu.eu/toolkit/governance-terms-reference
- ✓ **In the CHARM-EU toolkit there are several documents on Governance:** Mission and vision, First steps towards an innovative governance and management model for a new type of alliance, Inclusivity Plan, Handbook on Governance and Management, Governance Forum https://www.charm-eu.eu/toolkit

Moltes gràcies
Muchas gracias
Fòrça gràcies
Many thanks
Go raibh maith agat
Hartelijk dank
Merci beaucoup
Nagyon köszönöm
Vielen Dank
Tack så mycket
Kiitos paljon
Tusen takk

CHARM-EU

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www.charm-eu.eu

Circle U.
European University Alliance

CIRCLE U.
(VERY SHORT) INTRODUCTION TO OUR GOVERNANCE

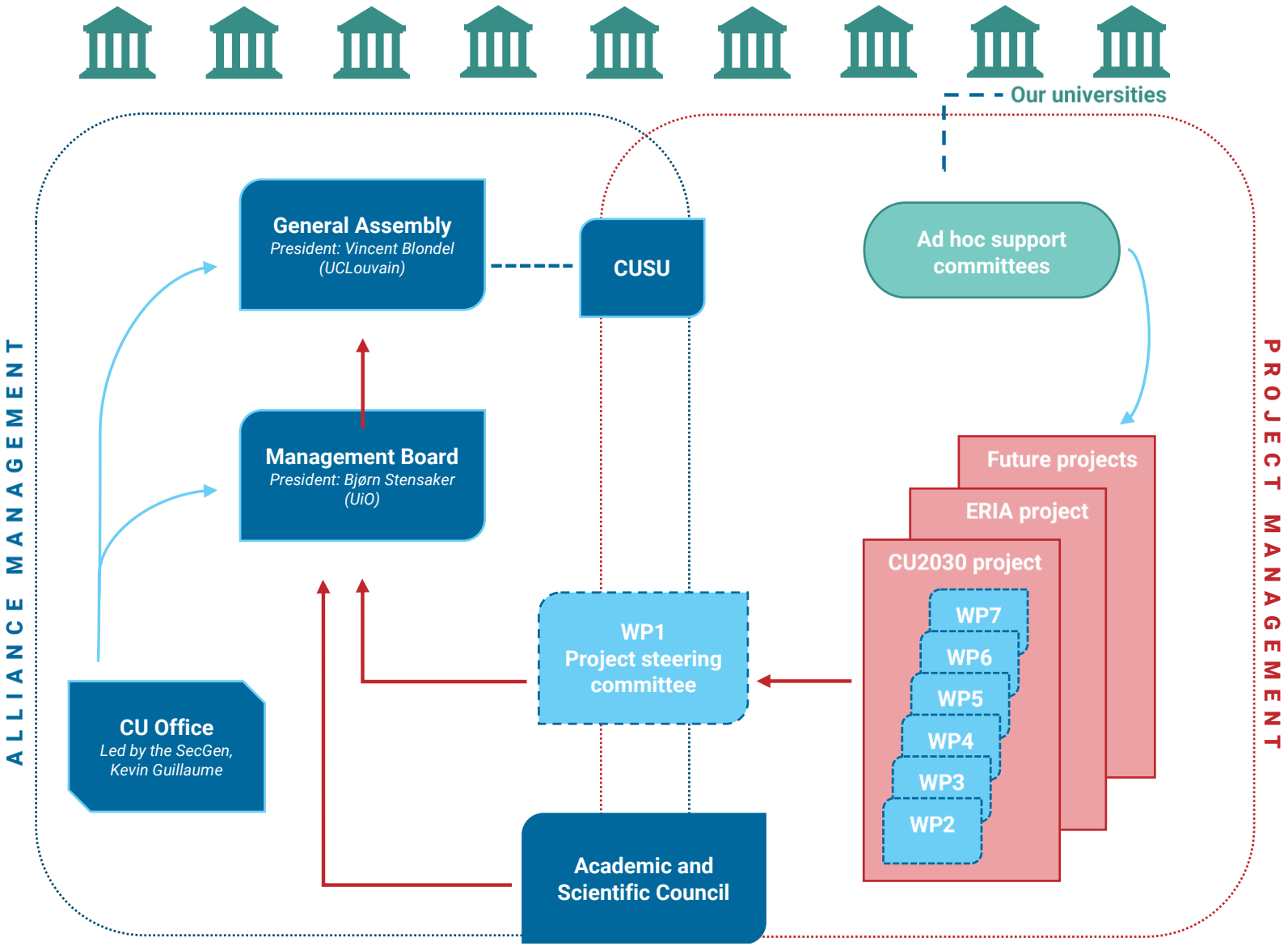
FOREU2 Subgroup Governance & Legal entity
12 April 2024

AARHUS UNIVERSITY
HUMBOLDT-UNIVERSITÄT ZU BERLIN
KING'S College LONDON
UNIVERSITÀ DI PISA
universität wien
UCLouvain
Université Paris Cité
UNIVERSITY OF OSLO
UNIVERSITY OF BELGRADE

GUIDING PRINCIPLES

- **Subsidiarity** – the alliance is run at the appropriate level, solutions are found at the appropriate level, “escalation” only as last resort
- **Unity in diversity** – despite our differences, we are committed to fulfil our vision and mission
- **Consensus-oriented** – we do not agree on everything but we find the most appropriate ways in line with our vision and mission
- **Flexibility** – we do not have to do all together
- **Ownership** – each partner is responsible for the successful development of the alliance

MORE THAN A PROJECT CONSORTIUM



- **Management Board** to play a **more strategic role** in steering the alliance
- **CU office** to be **staffed up** and focus on supporting the long-term development of the alliance
- **Ad hoc support committees** to embed the project in all universities
- **Academic and Scientific Council** to advise on the ecosystem development

GENERAL ASSEMBLY

- Highest **decision-making** body, meets **at least twice a year**
- Composed of **rectors/presidents/vice-chancellors** and **two students** proposed by the Circle U. Student Union
- Chaired by the **Circle U. President** (today as interim Svein Stolen, UiO), who is elected for a one-year mandate, renewable once
- Elections to be held on 31 May at the GA
- The President also represents the alliance externally

MANAGEMENT BOARD

- **Strategic management and steering** body, meets **once every 4-6 weeks**
- Composed of **vice-rectors/vice-presidents** but **no student** > will most probably change from June on
- Chaired by the **Chairperson** (today Björn Stensaker, UiO), who is elected for a one-year mandate, renewable once

CIRCLE U. STUDENT UNION

- **Democratic body** representing/defending the student interests
- Consists of **two elected student representatives from each member university**
- **Autonomous** in their organisation but supported by each “home” university

CIRCLE U. COORDINATORS

- “Local” **secretary generals**
- In charge of **coordinating the contribution/participation** of their university in the alliance/project
- In charge of **facilitating the implementation** of Circle U. with their university
- Also WP1 members

SUCCESSES…

- **Strong trust** between partners
- **Streamlined and flexible** structure
- **Transparency** in the roles and responsibilities
- **Positive evaluation** of the governance – well functioning and efficient

… AND CHALLENGES

- **Communication** about the governance for the internal and external outsiders
- **Move of the “centre of gravity”** of the alliance
- Balance between **project and alliance-dynamic**
- Risk of **complexification of the governance**
- No implication of the **external/associated partners**

LEGAL ENTITY AND CIRCLE U. OFFICE

AN ALLIANCE MORE THAN A PROJECT

- In the very first discussions, **shared commitment for the long-run and transformational process**

- Decision to establish **an international non-profit organisation (AISBL)** under Belgian law
  - Fit-for-purpose
  - Easy to set up
  - Evolutive
  - Experience of one partner

WHAT WAS FORESEEN IN THE PILOT PHASE?

- **In the pilot phase, CU office** was supposed to be composed of
  - Secretary General (1 FTE)
  - Monitoring, evaluation and learning (MEL) officer (0,5 FTE)
  - Treasurer (0,1 FTE)
  - Admin assistant (0,1 FTE)

- CU officers are **formally hired by one partner university** and located in their "home" university

- **No operational budget** for the CU office

- CU office was an "**empty shell**"

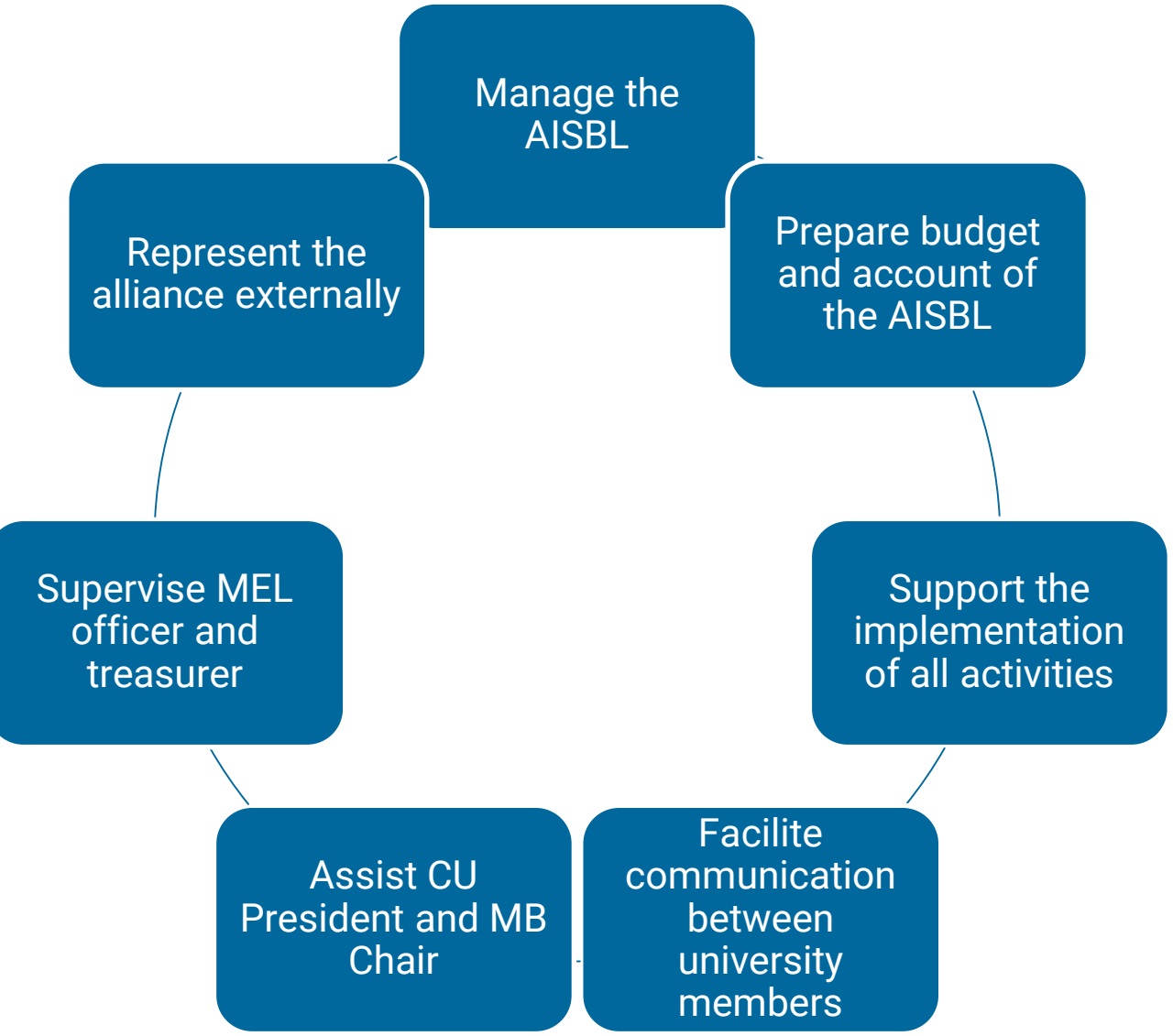
WHAT IS THE CIRCLE U. OFFICE NOW?

- **CU office** is composed of
  - Secretary General (1 FTE)
  - Monitoring, evaluation and learning (MEL) officer (1 FTE)
  - Operations assistant (1 FTE)
  - Communication officer (1 FTE)
  - Interns (1-2 per term)

- CU officers are **formally hired by Circle U. AISBL** and located in Brussels, except Audrey

- **Operational budget** for the CU office
  - **Annual membership fees** from January 2024 (EUR 30K per university)
  - **EU funds** for “CU2030” from November 2023 (EUR 1.4Mio)

WHAT ARE THE MISSIONS AND TASKS OF CU OFFICE?



- Missions and tasks focus on the **long-term development** of the alliance
- CU Office is **NOT coordinating the project**
- But **project activities** are making the alliance
- SecGen is **supervised by the CU President**
- CU officers are **supervised by SecGen**

HOW HAS IT BEEN TRANSLATED IN PRACTICE?

Starting point: SecGen's operational plan, entitled "GO!"

- To **foster common understanding** of my role
- To **manage expectations**
- To offer **a monitoring and evaluation tool**
- To contribute effectively to the **fulfilment of CU vision and mission**

Operational

- Support projects' activities
- Developing alliance's activities
- Monitoring and evaluating alliance's progress

Executive

- Ensure well-functioning governance
- Support the different governing bodies
- Facilite decision-making

Strategic

- Ensure the fulfilment of our mission
- Represent the alliance externally
- Defend the interests of the alliance

Circle U.
European University Alliance

THANK YOU!

Kevin GUILLAUME
secgen@circle-u.eu
+32 476 606 972

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EELISA promotional video.

European

Engineering

Learning

Innovation

Science

Alliance

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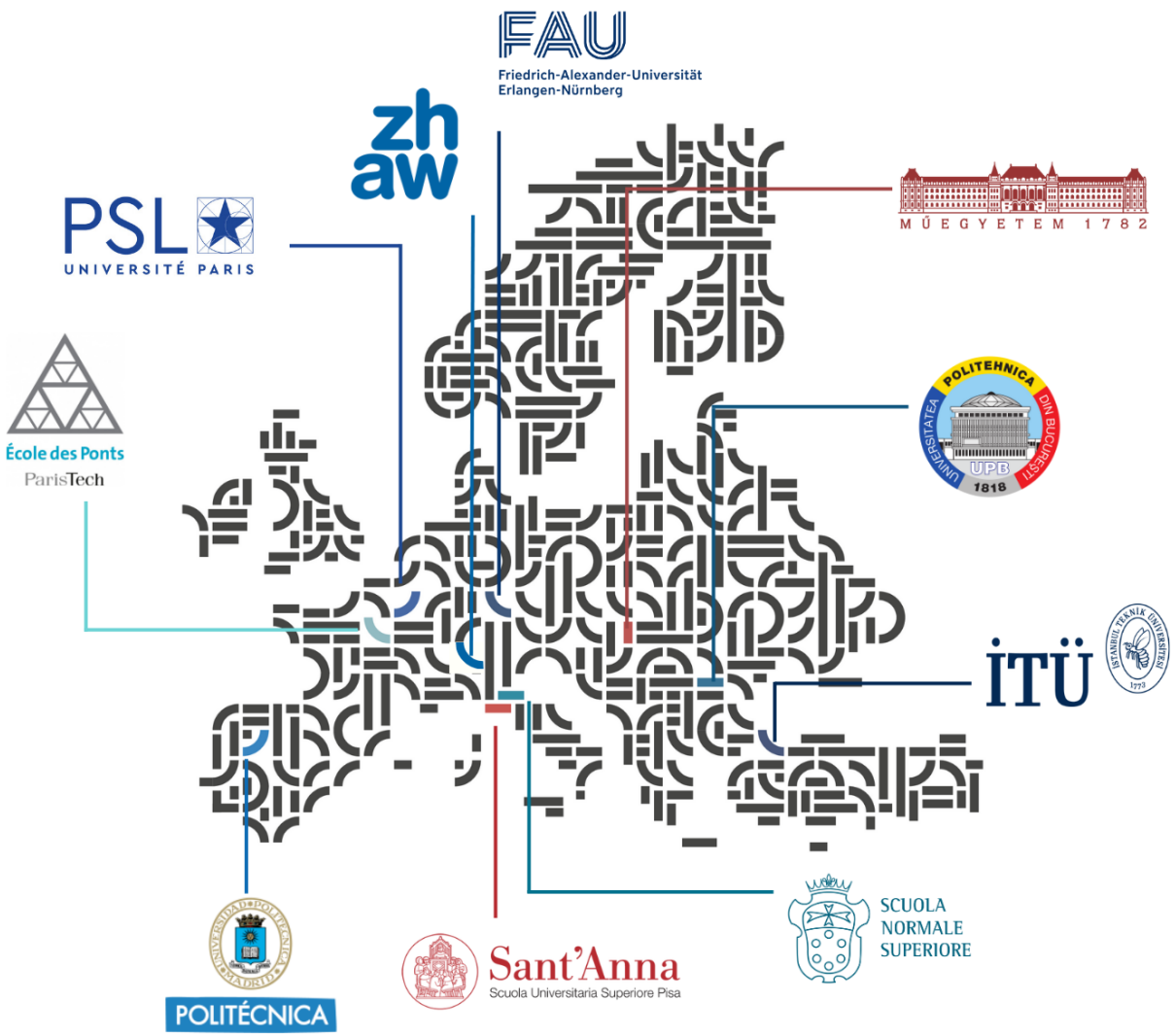
EELISA MEMBERS



EELISA IN NUMBERS

8 Countries	10 Universities
194.000 Students	12.000 Staff
18.500 Faculty	49 Communities
53 supporting partners	4.312 EELISA Credentials

IN ASSOCIATION WITH

ENAEE
European Network for Accreditation of Engineering Education

Co-funded by the European Union

GOVERNANCE GUIDING PRINCIPLES

Adopted in November 2022

1) **10 Higher Education Institutions** with a common vision and mission, built on equal terms, mutual trust and **respect of our diversity and sovereignty** .

2) EELISA must evolve from a joint project towards an **institutionalized European alliance**.

3) **Continue** with the **governance structure** established during the first phase of EELISA and adjust it with good reasoning.

4) **Simplification** and **efficiency** of the governance and decision-making bodies

5) Either of the Governing or Executive boards can establish temporary, **ad hoc working groups** on **specific matters** whose results will be examined and approved.

6) Participation of **elected student representatives** are **welcomed** and **supported**

7) The involvement of **external stakeholders** is pursued

8) A **central resource** (ECO) shall be at the service of the strategic and operational body

9) Equal **services** and **information** for all partners

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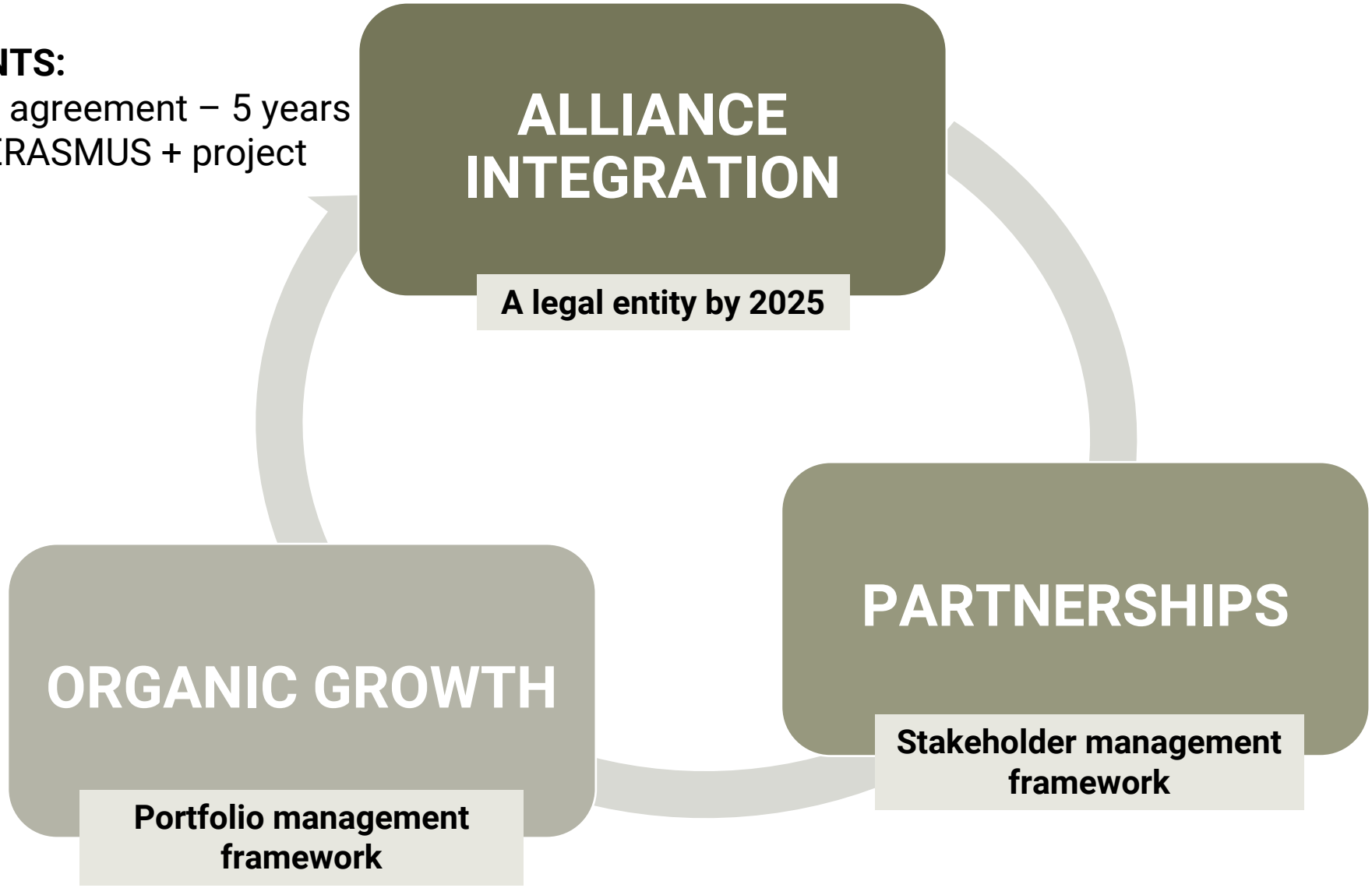
AGREEMENTS:
Framework agreement – 5 years
Annex for ERASMUS + project



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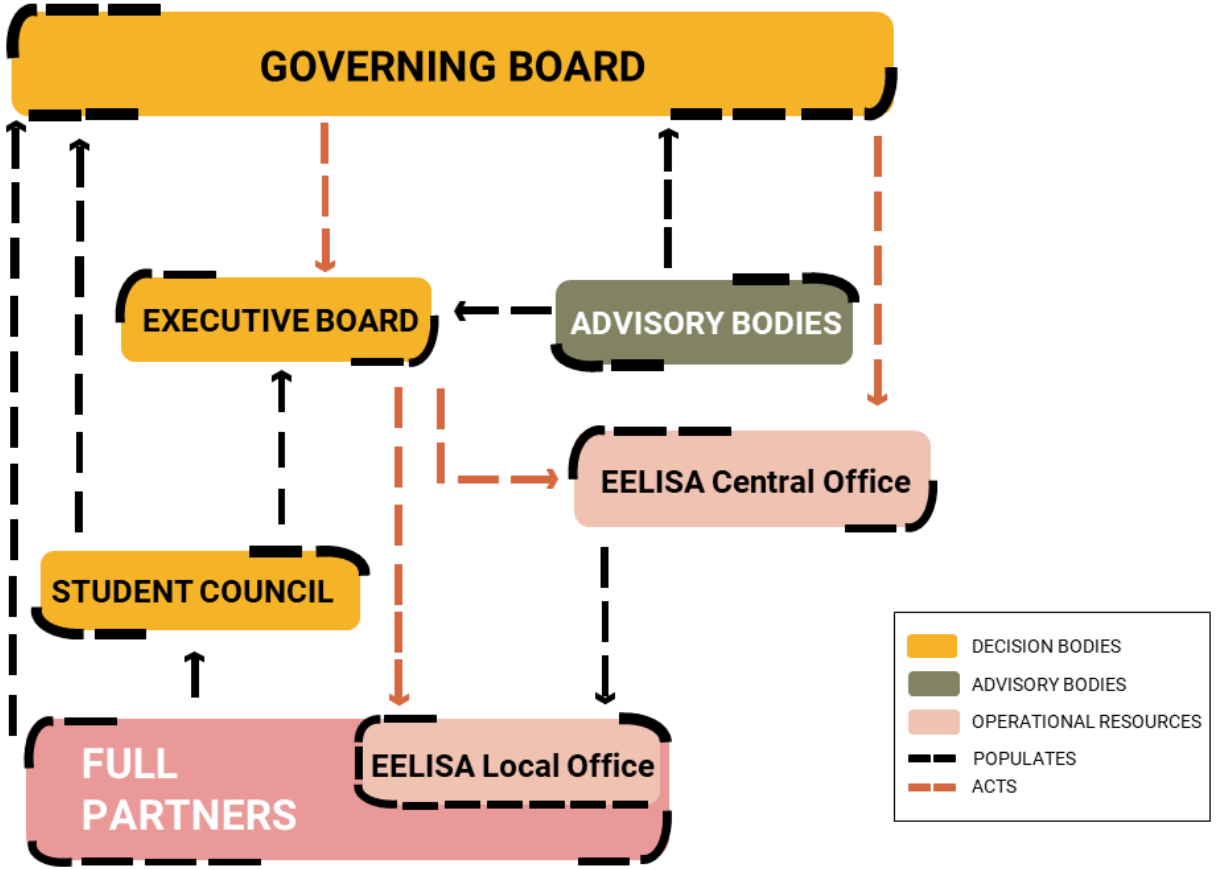
EELISA GOVERNANCE



As approved in the Alliance framework agreement

GOVERNING BOARD

Members of the Board:

- 10 rectors, Directors and presidents ★
- 2 Student representatives ★
- 1 Staff representative
- 1 academic representative
- 1 External stakeholder
- ENAEE president (Associated member)
- EELISA President
- EELISA Executive Director

Workload:

2 in-presence meetings

Chair:

6 month period rotation between rectors, presidents and directors

★ *Voting rights*

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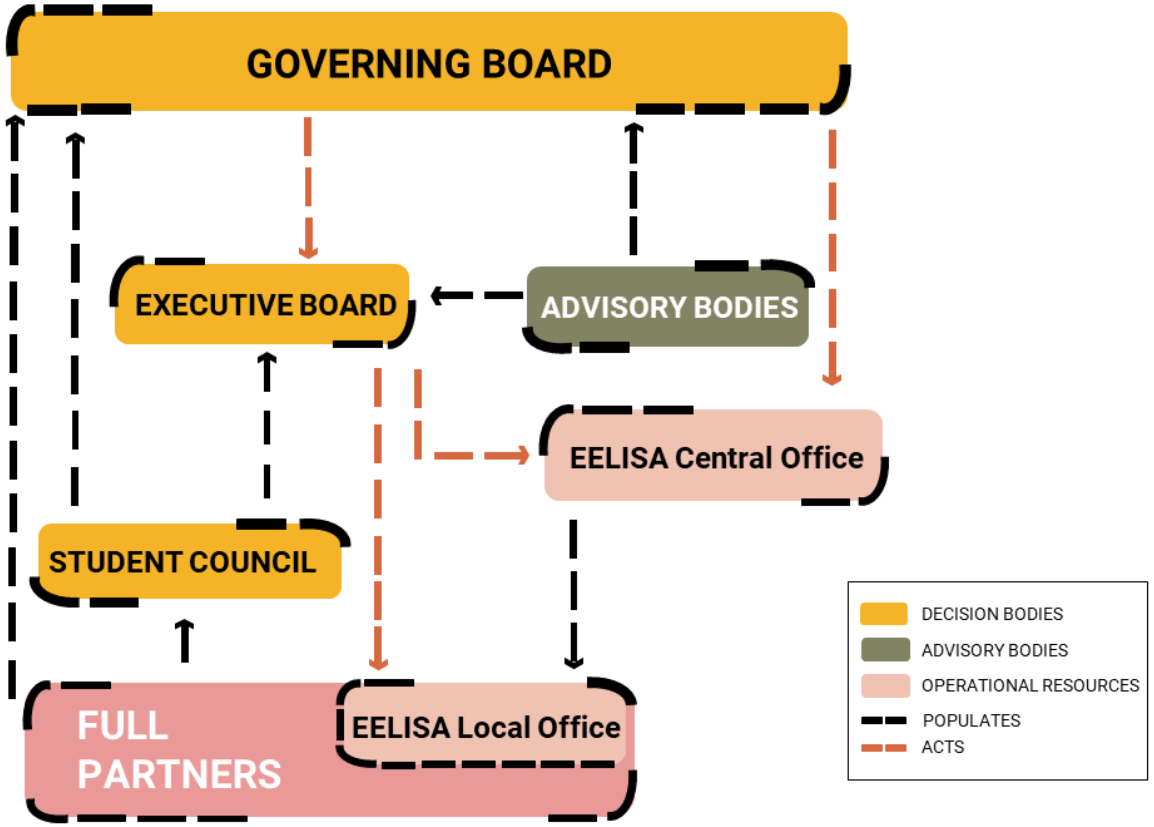
EELISA GOVERNANCE



EXECUTIVE BOARD

Members of the Board: ★
- 10 Vice-rectors or Deans + delegated member
- 2 Student representatives ★
- 1 Staff representative
- 1 Academic representative
- EELISA Executive Director and it's office

Workload:
11 meetings and 3 in-presence meetings a year

Chair:
Elected by the members of the Board for a 2 year mandate

★ *Voting rights*

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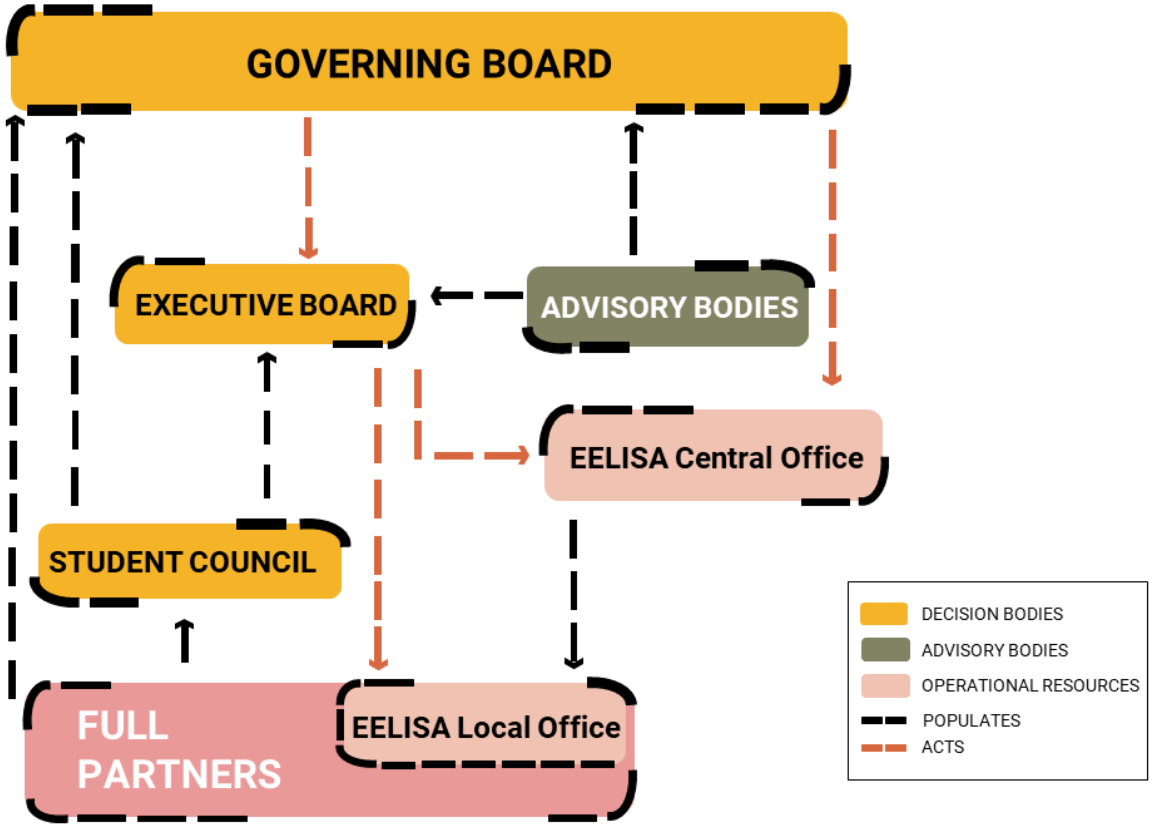
EELISA GOVERNANCE



STUDENT COUNCIL

Members of the Board:

- 2 elected representatives per member of the Alliance
- EELISA central office student liaison
- EELISA central office communication assistant

Workload:

11 meetings with 2 in-presence meetings a year

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Advisory bodies

ACADEMIC & SCIENTIFIC ADVISORY BOARD (ASB)

Declinations:

- Academic Board
- Advisory Council on Research and Innovation
- Policy Liaisons Board

EXTERNAL ADVISORY BOARD (EAB)

Declinations:

- Evaluation Committee (QA board)
- Employability Committee

Internal stakeholders (students, faculty & researchers, non-academic staff) represented in all advisory boards

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Advisory Boards

ACADEMIC & SCIENTIFIC BOARD

- **Members of the Board:**
- 10 internal Academic Coordinators from each member
- 3 Student representatives
- 3 Staff representative
- 3 Academic representative
- 5 External Stakeholders
- 1 ENAEE representative

- **Workload:**
- 2/3 meetings a year with 1 in-presence
- **Chair:**
- Elected by the members of the Board for a 2 year mandate

EVALUATION BOARD

- **Members of the Board:**

- 3 Internal representatives of the members that act as internal auditors
- 1 Student representatives
- 1 Staff representative
- 1 Academic representative
- 6 External representatives

- **Workload:**
- 1 Evaluation period each year with 1 online meeting and a 1 day on-site meeting

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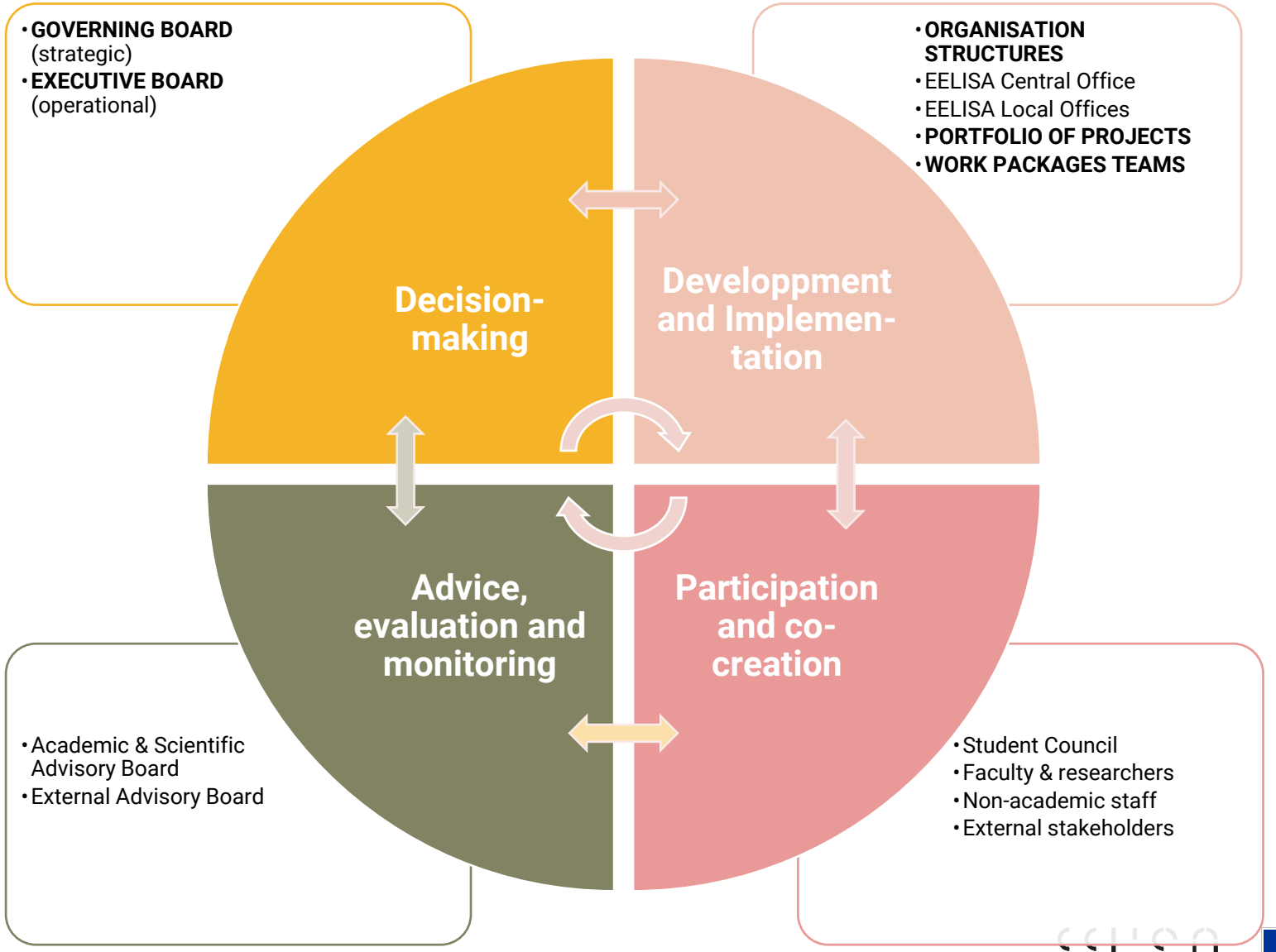
EELISA INTEGRATION



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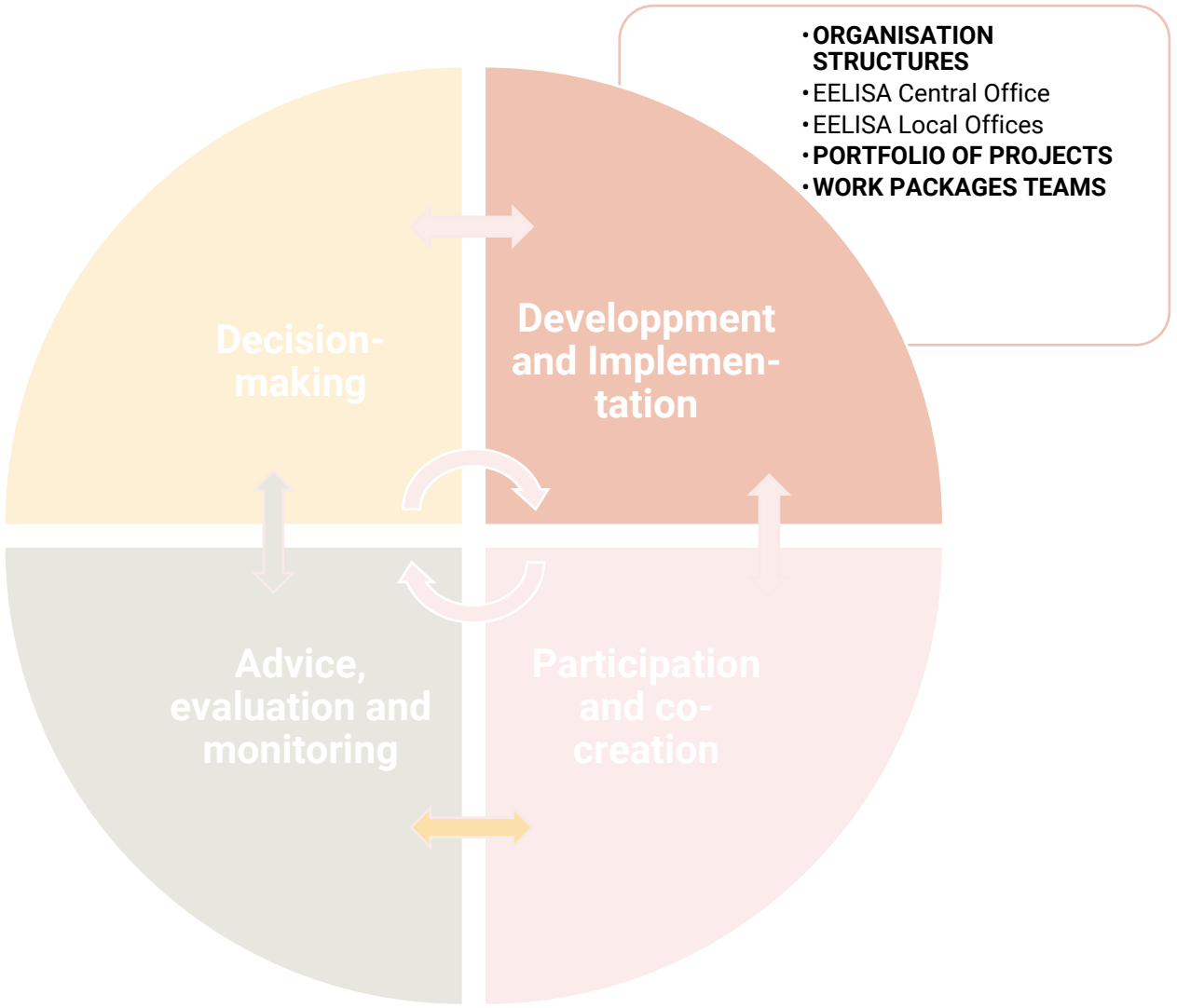
EELISA INTEGRATION



EELISA PROJECT PORTFOLIO MANAGEMENT

- Provides a framework to manage the different projects and how projects are connected to the governance
- Set services and expectations to the alliance projects

EELISA CENTRAL OFFICE

- Coordinates the EELISA project portfolio
- Coordinates local offices
- Is the link between Startegy and operational layer

EELISA LOCAL OFFICES

- Are the focal visible contact point for EELISA at the institution level
- Coordinate local implementation
- Allocate resources

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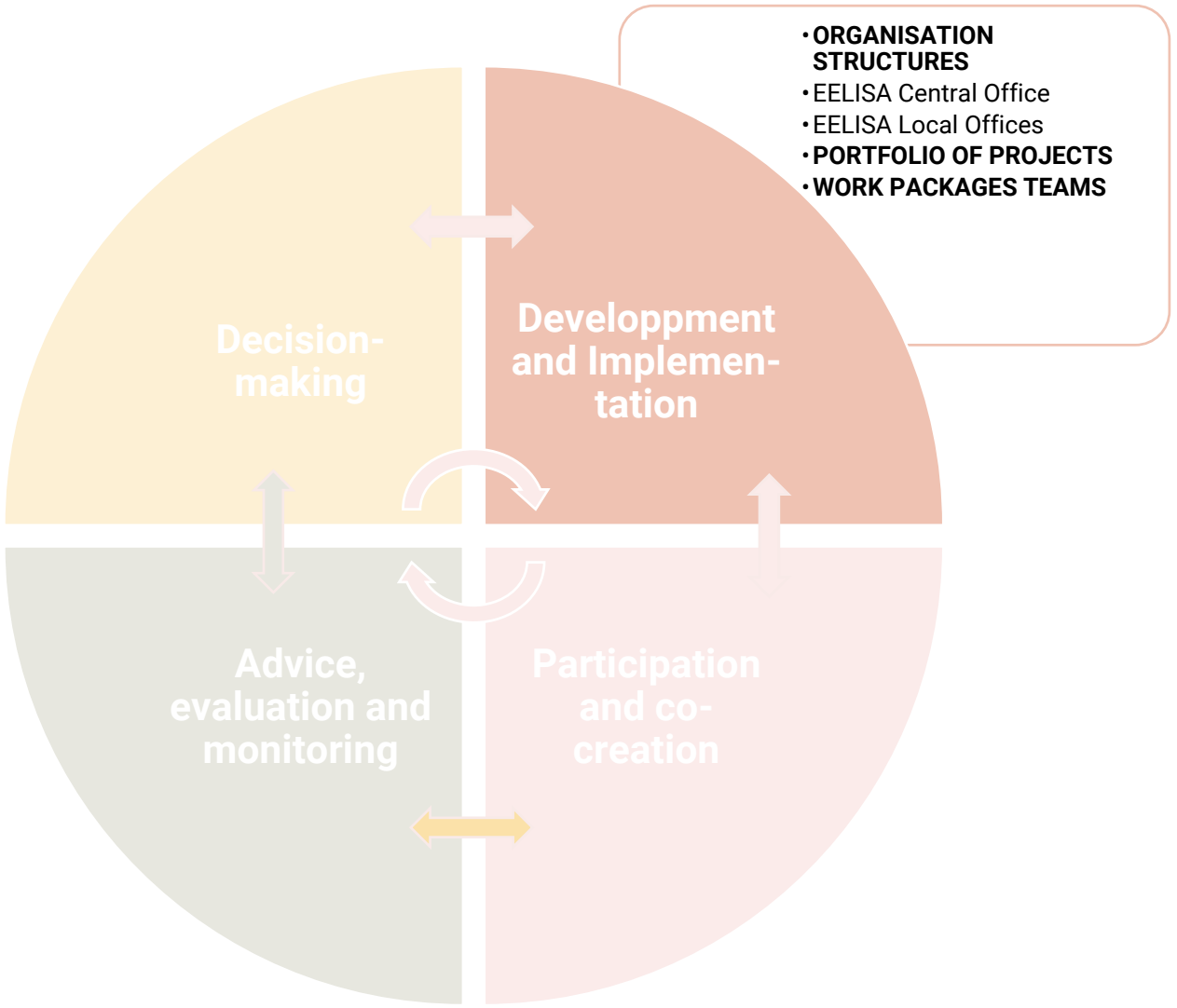
EELISA INTEGRATION



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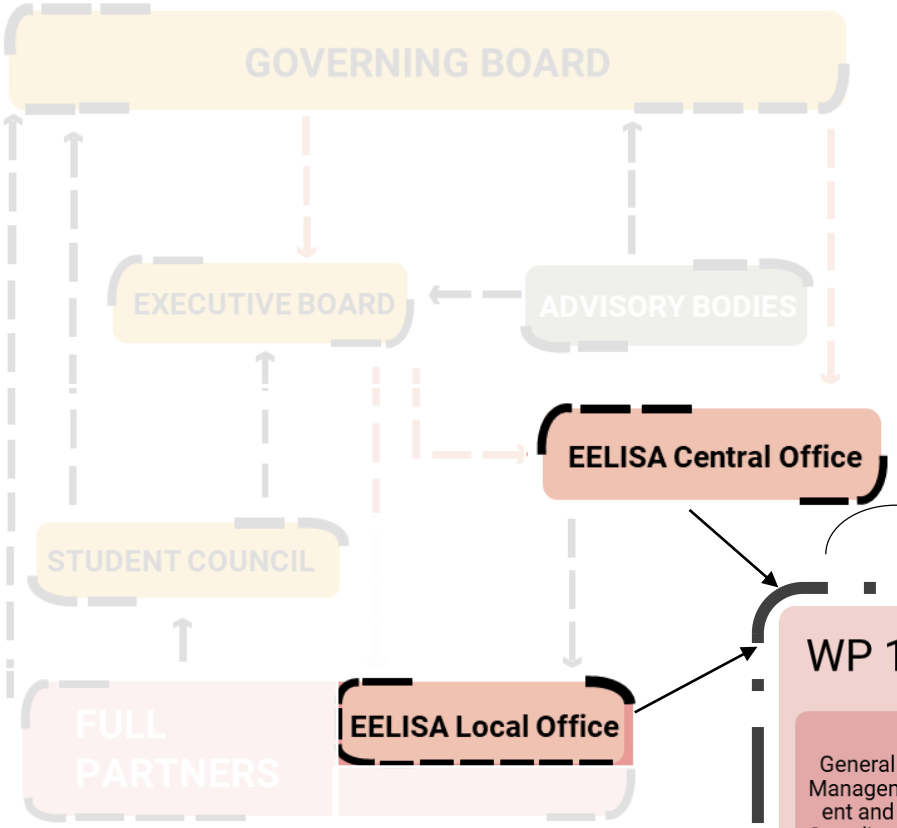
EELISA PROJECT STRUCTURE



All Wp have at least 1 representative per institution and has at least one student council member

Project structure

WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	WP 8	WP 9	WP 10
General Management and Coordination of the Project	University Alliance of the Future – Long Term Strategy	Communication, Dissemination and Branding	EELISA European Campus	Joint Education Offer and Recognition Frameworks	Innovative teaching and Learning Hubs	Employability and Partnerships	Engagement with Society through EELISA Communities	EELISA Network for Researchers and Talent	EELISA Innovation and Entrepreneurship Ecosystem

WP 1 of the EELISA 2.0 project representatives are the EELISA local offices coordinators and the EELISA Executive director

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EELISA PROJECT STRUCTURE

EELISA PILLARS

THE UNIVERSITY OF THE FUTURE

CREATING EXPERIENCES – EELISA CAMPUS

EELISA R&I ECOSYSTEM

CO-LEADERSHIP

WP1		UPM
WP2		SNS + UNSTPB + EELISA Office
WP3		EELISA Office + FAU
WP4	EELISA European Campus	UNSTPB + PSL
WP5	Joint Education Offer and Recognition Frameworks	PSL + ENPC
WP6	Innovative teaching and Learning Hubs	ITU + BME
WP7	Employability and Partnerships	BME + ZHAW
WP8	Engagement with Society through EELISA Communities	UPM + ITU
WP9	EELISA Network for Researchers and Talent	SSSA + SNS
WP10	EELISA Innovation and Entrepreneurship Ecosystem	FAU + ZHAW

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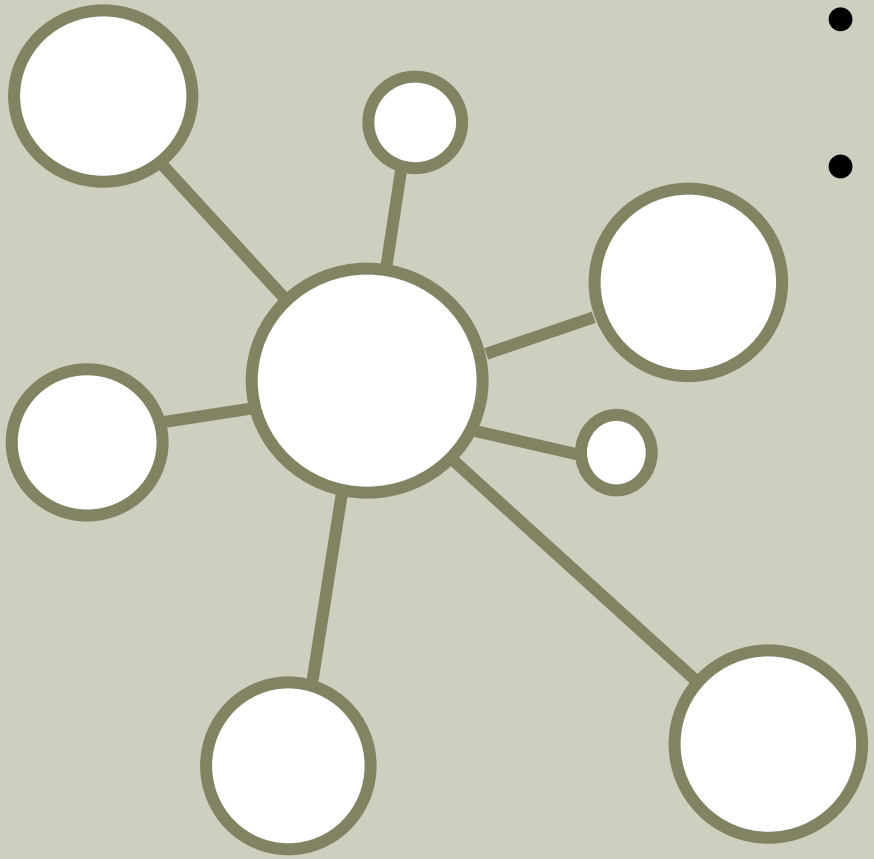
EELISA hub-spoke structure

- EELISA Central Office
- EELISA Local Offices



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ENLIGHT

Governance

June 2024

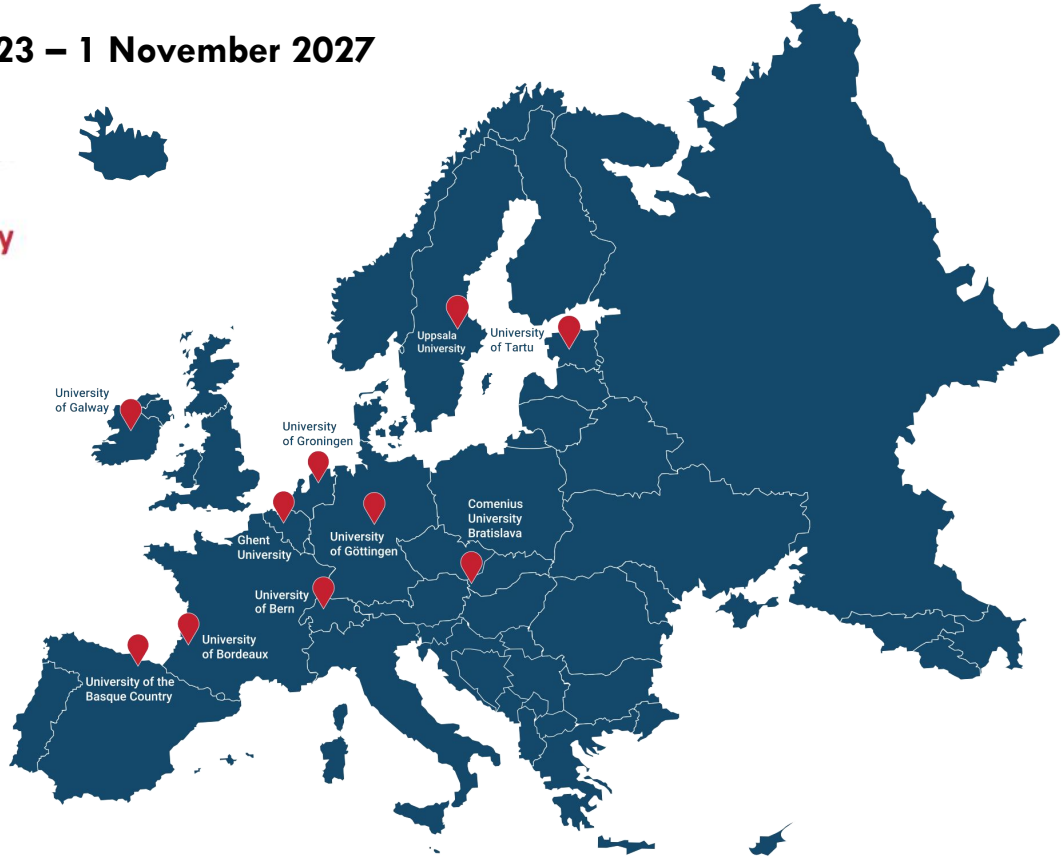
Co-funded by the Erasmus+ Programme of the European Union

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101035819

ENLIGHT: PARTNERS

ENLIGHT 2.0: 1 November 2023 – 1 November 2027

- Ghent University
- University of the Basque Country
- University of Bern
- University of Bordeaux
- Comenius University Bratislava
- University of Galway
- University of Göttingen
- University of Groningen
- University of Tartu
- Uppsala University



ENLIGHT

A Snapshot of ENLIGHT

Health and Well-being

Key themes: Urban healh, aging population, brain and mental health, impact of environmental exposures, inequalities in healthcare access, and opportunities for future cities in precision medicine and digital public health.

Digital revolution and Impact of digitization

Key themes: Digital simulation to support decision-making, AI for good concept, AI and health, AI and sustainable society.

Climate Change

Key themes: Climate change and land use, climate change and urban development, climate-friendly materials, sustainable housing, relationships between cities and surrounding rural areas, impact of climate change on socio-ecosystems.

Energy and circular economy

Key themes: Energy conversion and transition, energy-sparing materials, technology for urban resource recovery, water and waste.

Culture and Creativity

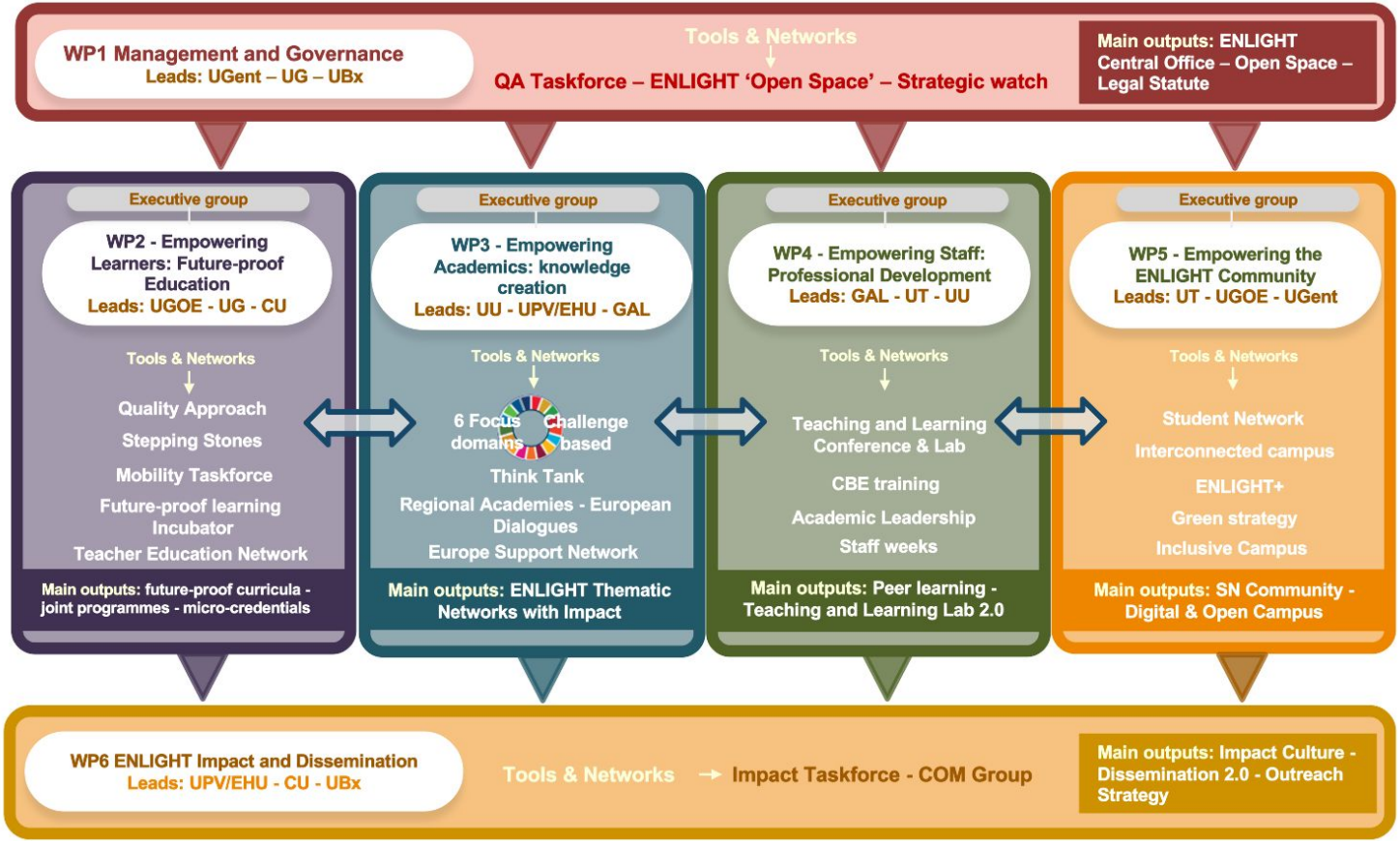
Key themes: Culturally-informed sustainable development, cultural diversity, heritage, social cohesion, and cross-cultural understanding

Equity

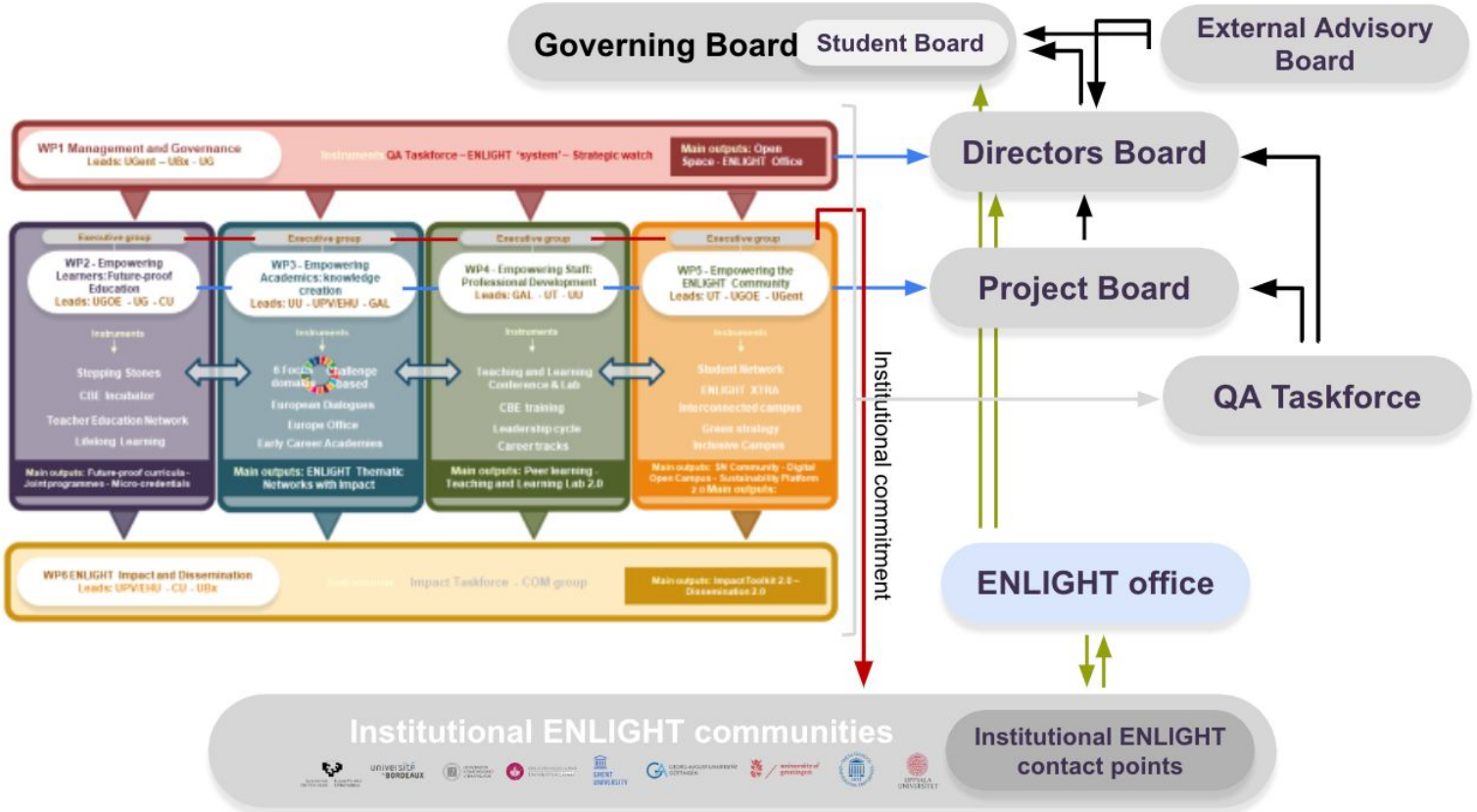
Key themes: Urban development in marginalized areas, housing crisis, polarized societies, gender mainstreaming, access and equity in future cities for long-term sustainability and resilience, sustainable heritage, migration and refugees

ENLIGHT

A Snapshot of ENLIGHT



Work Plan & Governance Interfaced



ENLIGHT

EU4DUAL - The European Dual Studies University

FOR-EU
Governance & Legal Entity

Co-funded by the Erasmus+ Programme of the European Union

EUROPEAN UNIVERSITIES

21st June, 2024

Who is part of EU4DUAL?

EU4Dual

United in purpose,

diverse in expertise.

Co-funded by the Erasmus+ Programme of the European Union

EUROPEAN UNIVERSITIES Erasmus+

ESTIA INSTITUTE OF TECHNOLOGY · FH JOANNEUM University of Applied Sciences · John von Neumann University · SAVONIA University of Applied Sciences · PAR University of Applied Sciences Velenje · MCAST · Politechnika Koszalińska · Mondragon Unibertsitatea · DHBW Duale Hochschule Baden-Württemberg

EU4Dual
The European Dual Studies University

74,420

Students

6,691

Staff members

588

Dual study programmes

40

Campuses

Co-funded by the Erasmus+ Programme of the European Union

EUROPEAN UNIVERSITIES
Erasmus+

ESTIA INSTITUTE OF TECHNOLOGY

FH JOANNEUM University of Applied Sciences

John von Neumann University

SAVONIA University of Applied Sciences

PAR UNIVERSITY OF APPLIED SCIENCES VELEUČILIŠTE

MCAST

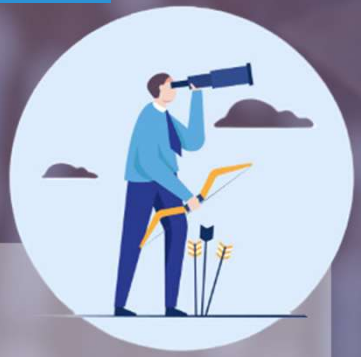
POLITECHNIKA KOSZALIŃSKA

Mondragon Unibertsitatea

DHBW Duale Hochschule Baden-Württemberg

EU4Dual
The European Dual Studies University

1 Mission & Vision



Mission

Our mission is to make dual education the future of higher education to address emerging economic, environmental and social challenges

Vision

Our vision is to become the top-quality reference for dual higher education. We will form the largest integrated dual education institution in the world – a multi-campus, multi-disciplinary institution, committed to close integration between academia, industries and regions.

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EUROPEAN UNIVERSITIES

2 How are we organised?

EU4Dual

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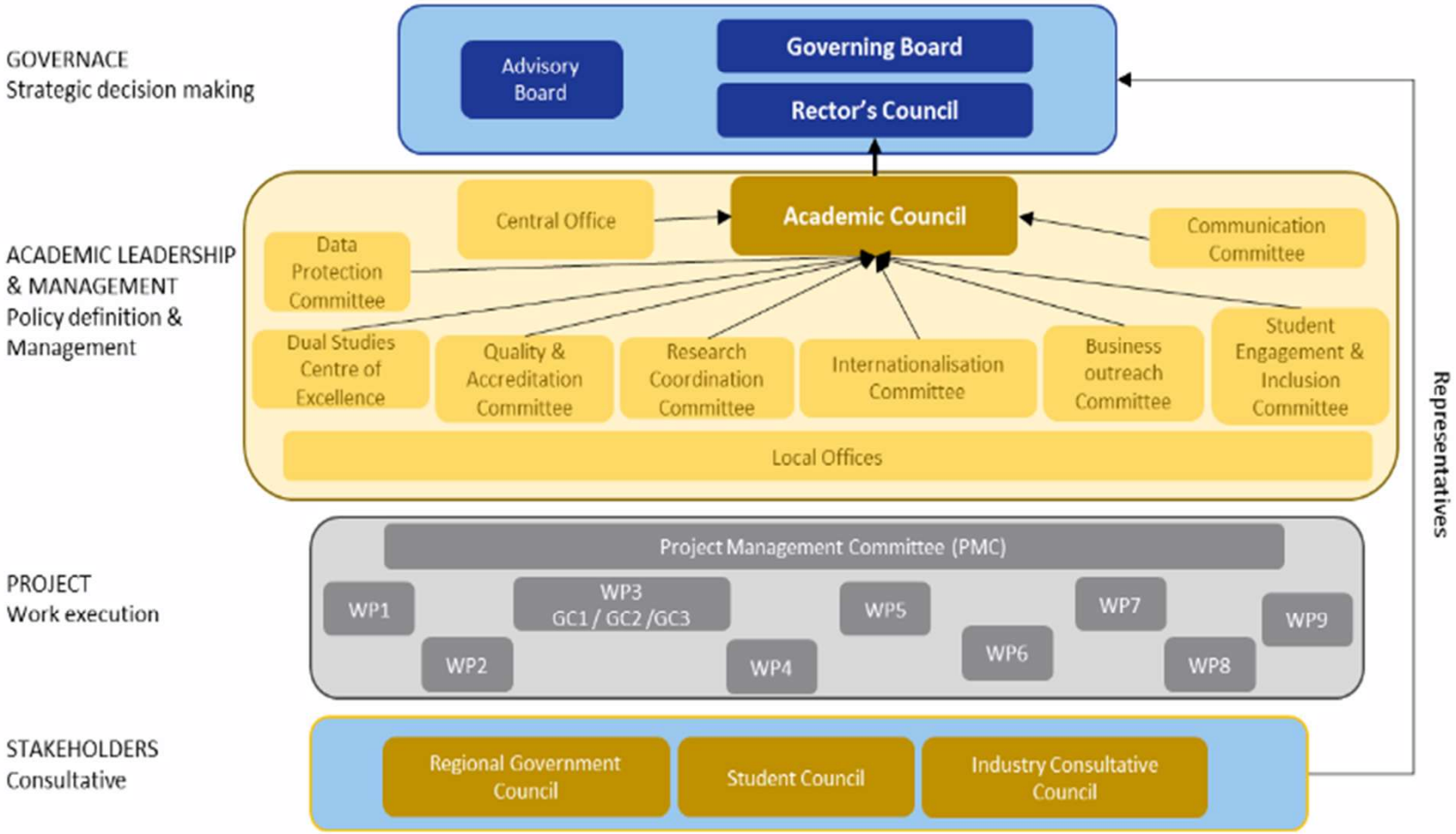
EUROPEAN UNIVERSITIES

Erasmus+



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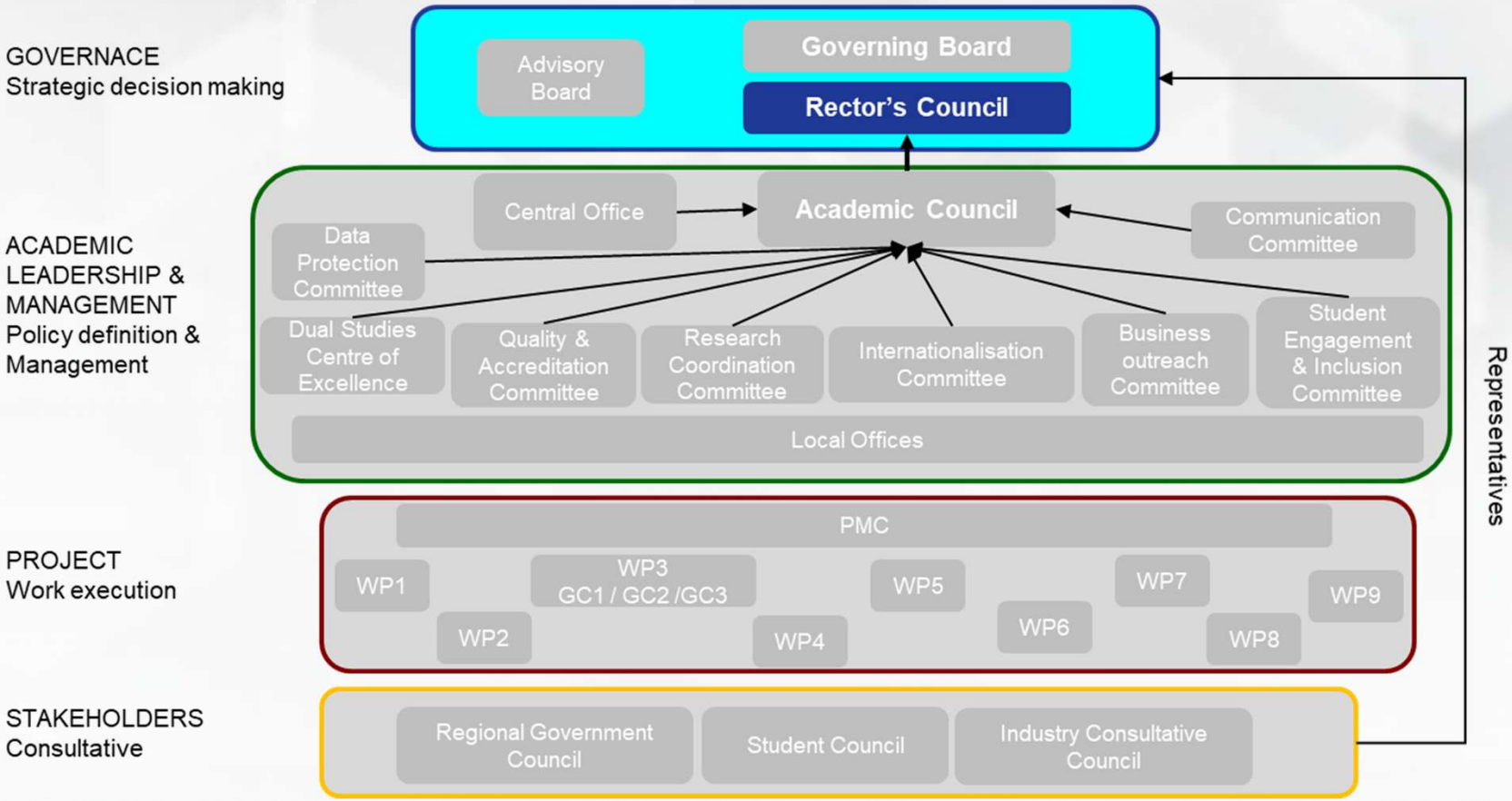

Our Rectors Council

Vicente Atxa

Mondragon Unibertsitatea

Patxi Elissalde

ESTIA INSTITUTE OF TECHNOLOGY

Mervi Vidgrén

SAVONIA University of Applied Sciences

Joachim James Calleja

MCAST

Gordana Nikolić

PAR UNIVERSITY OF APPLIED SCIENCES VELEUČILIŠTE

Martina Klärle

DHBW Duale Hochschule Baden-Württemberg

Danuta Zawadzka

POLITECHNIKA KOSZALIŃSKA

Tamás Fülöp

NJE John von Neumann University

Corinna Engelhardt-Nowitzki

FH JOANNEUM University of Applied Sciences

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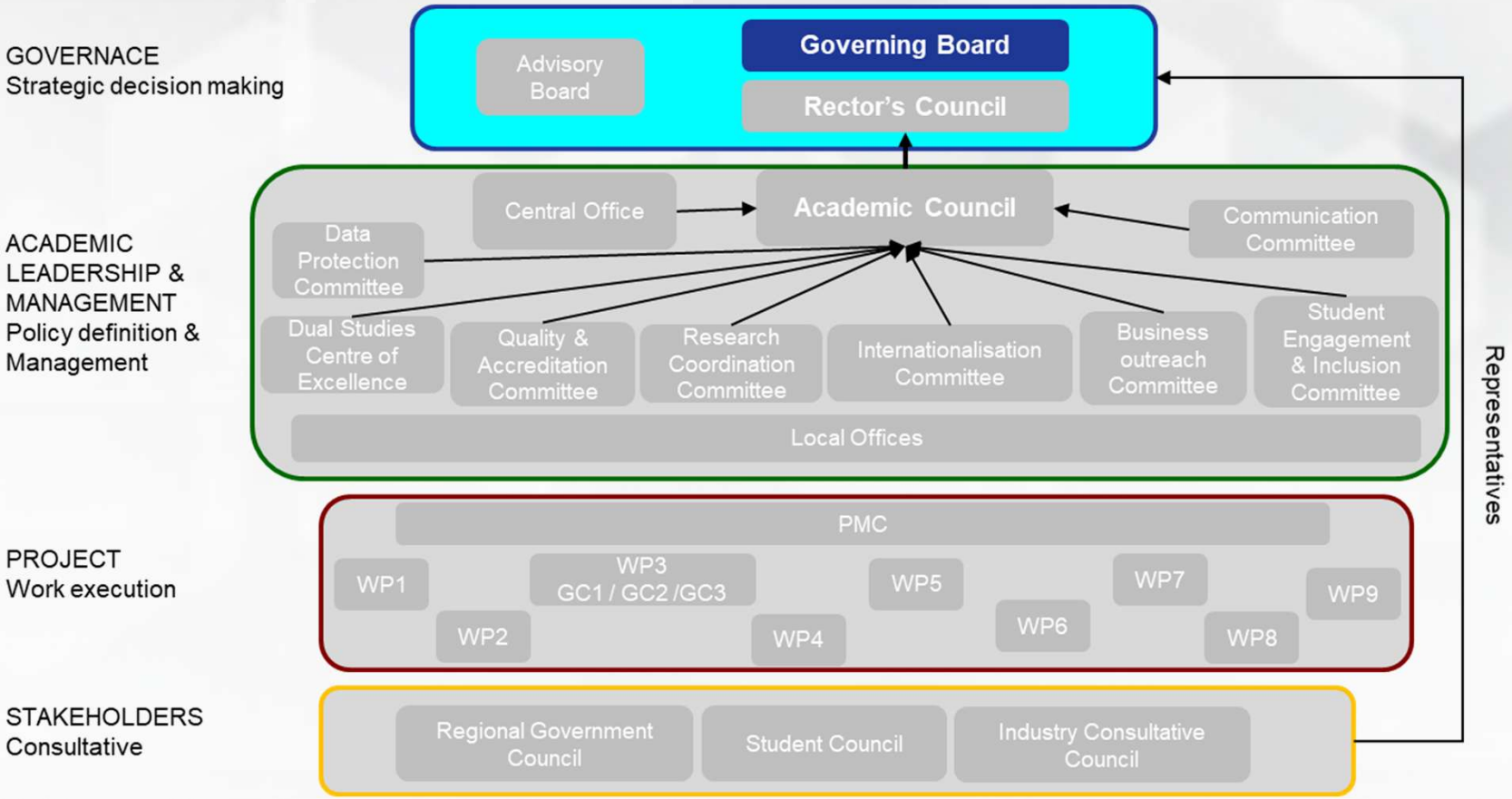

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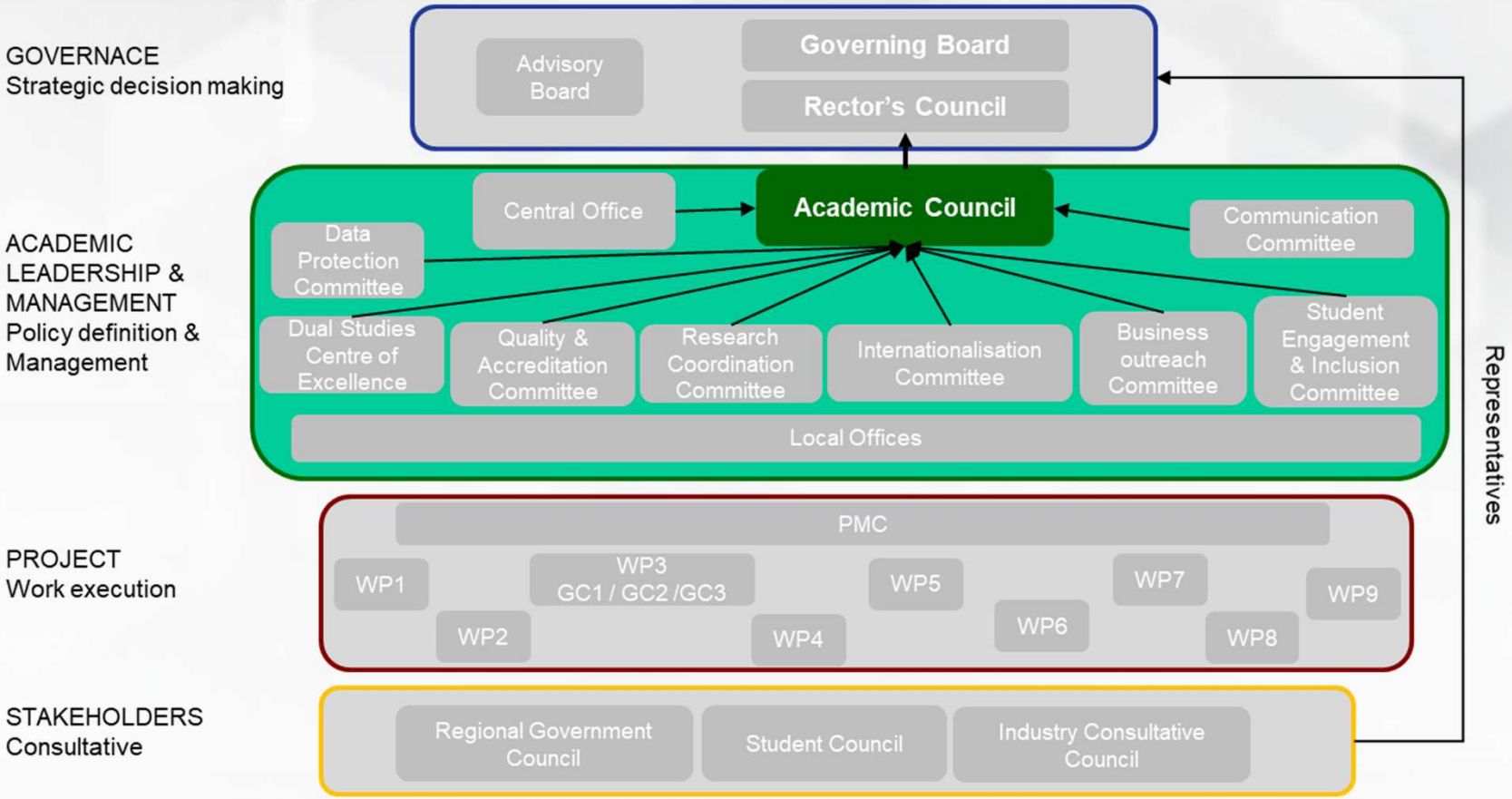

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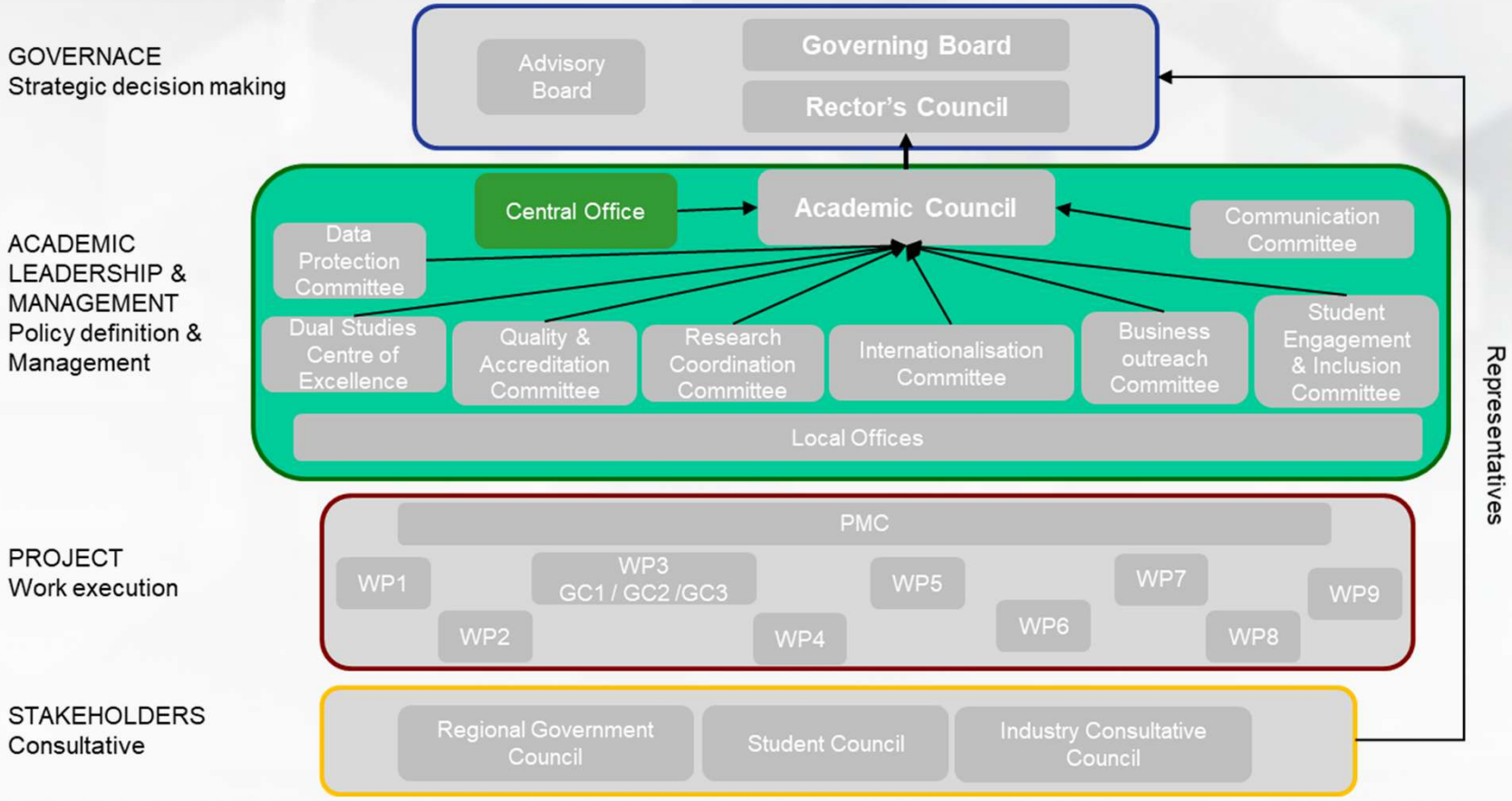
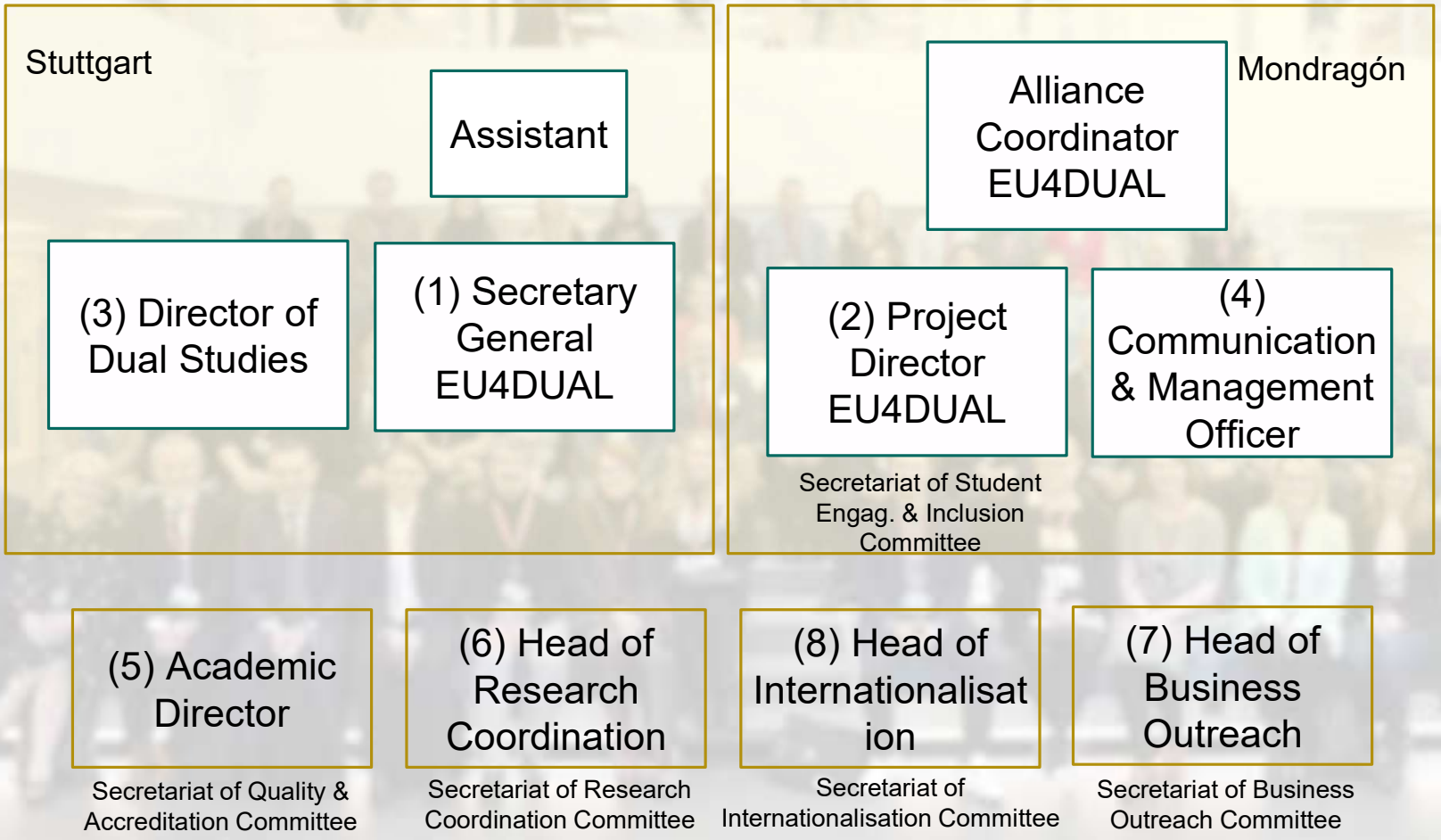


Central Office



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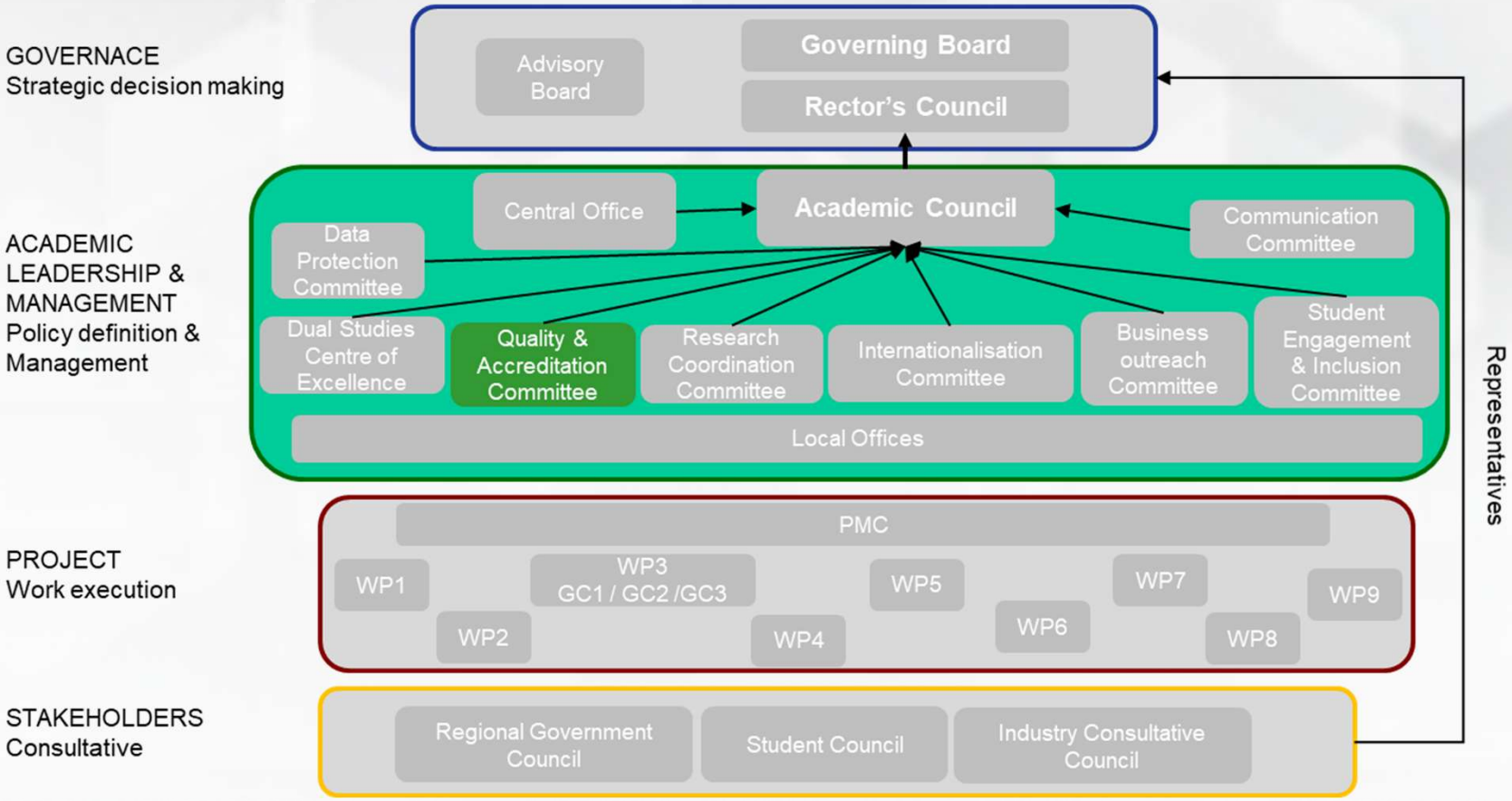
Erasmus+



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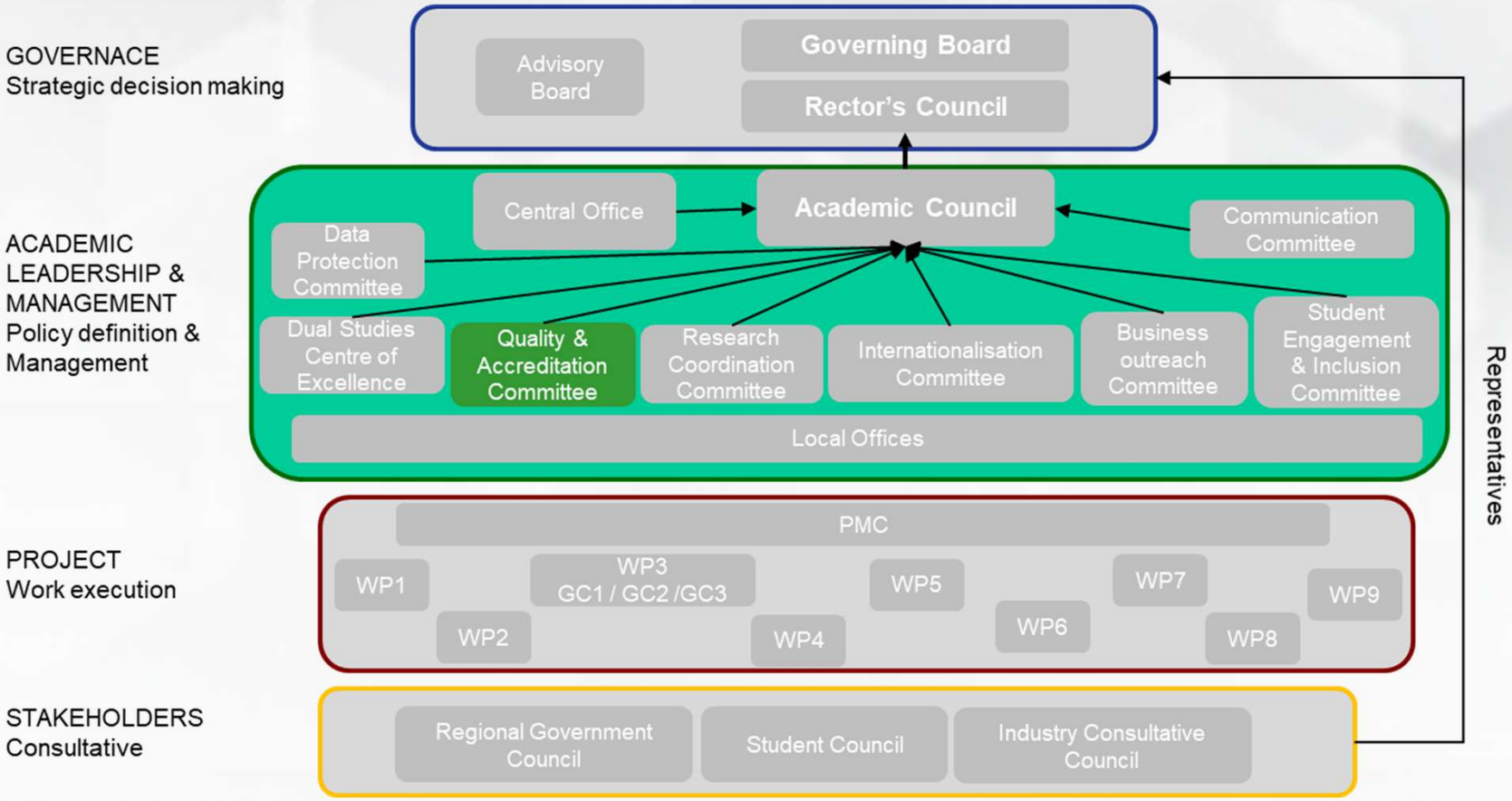

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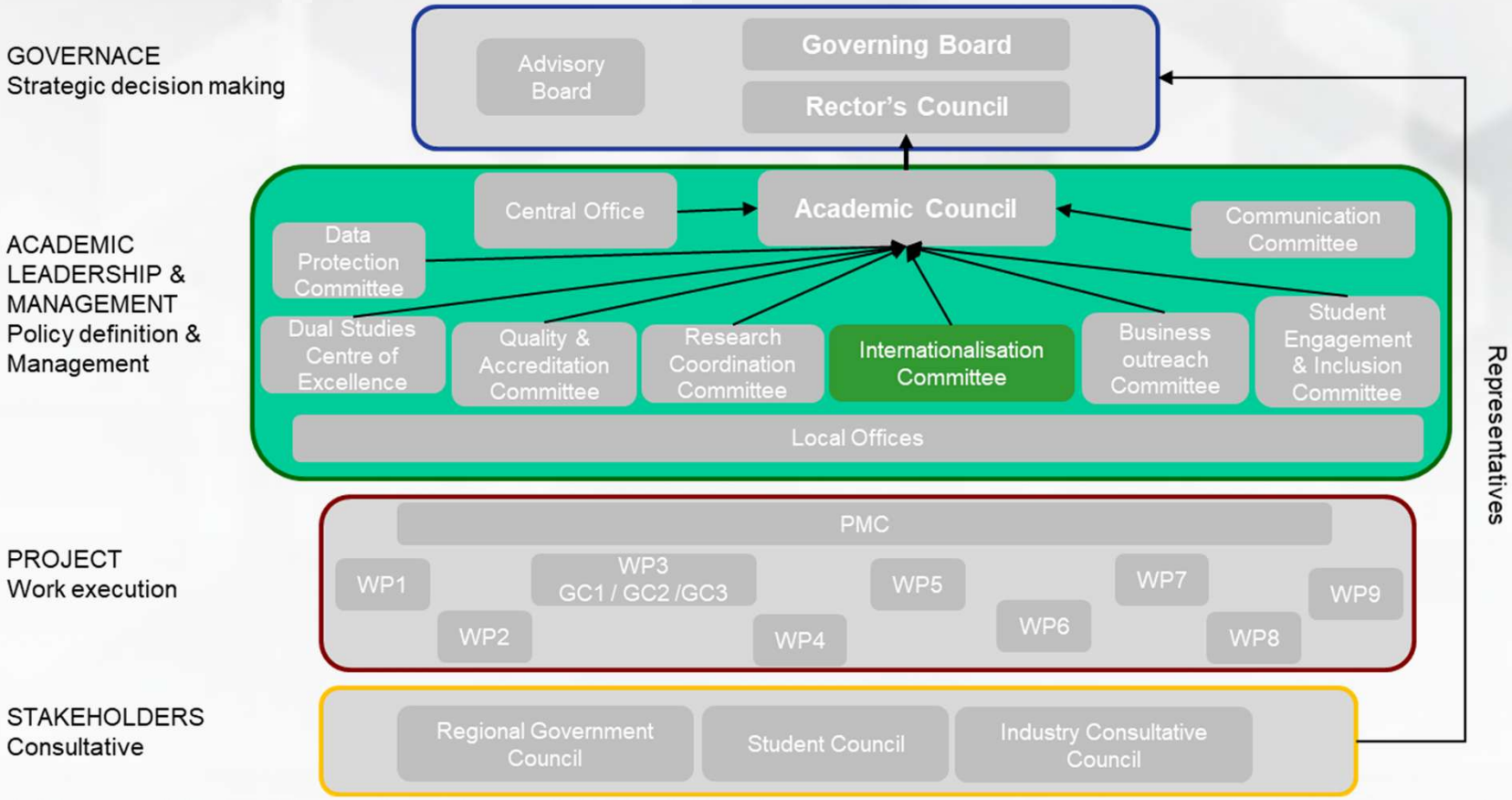

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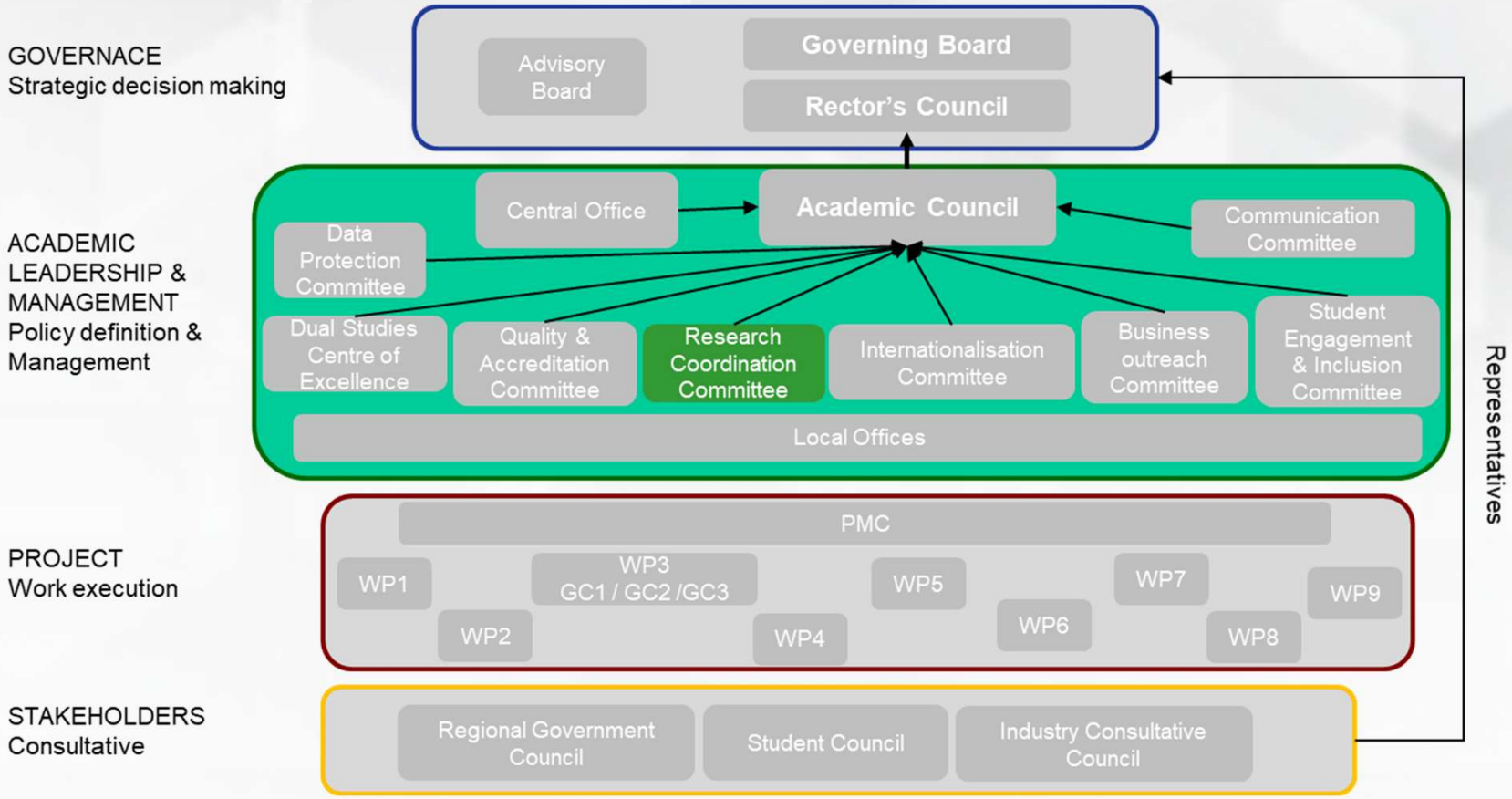

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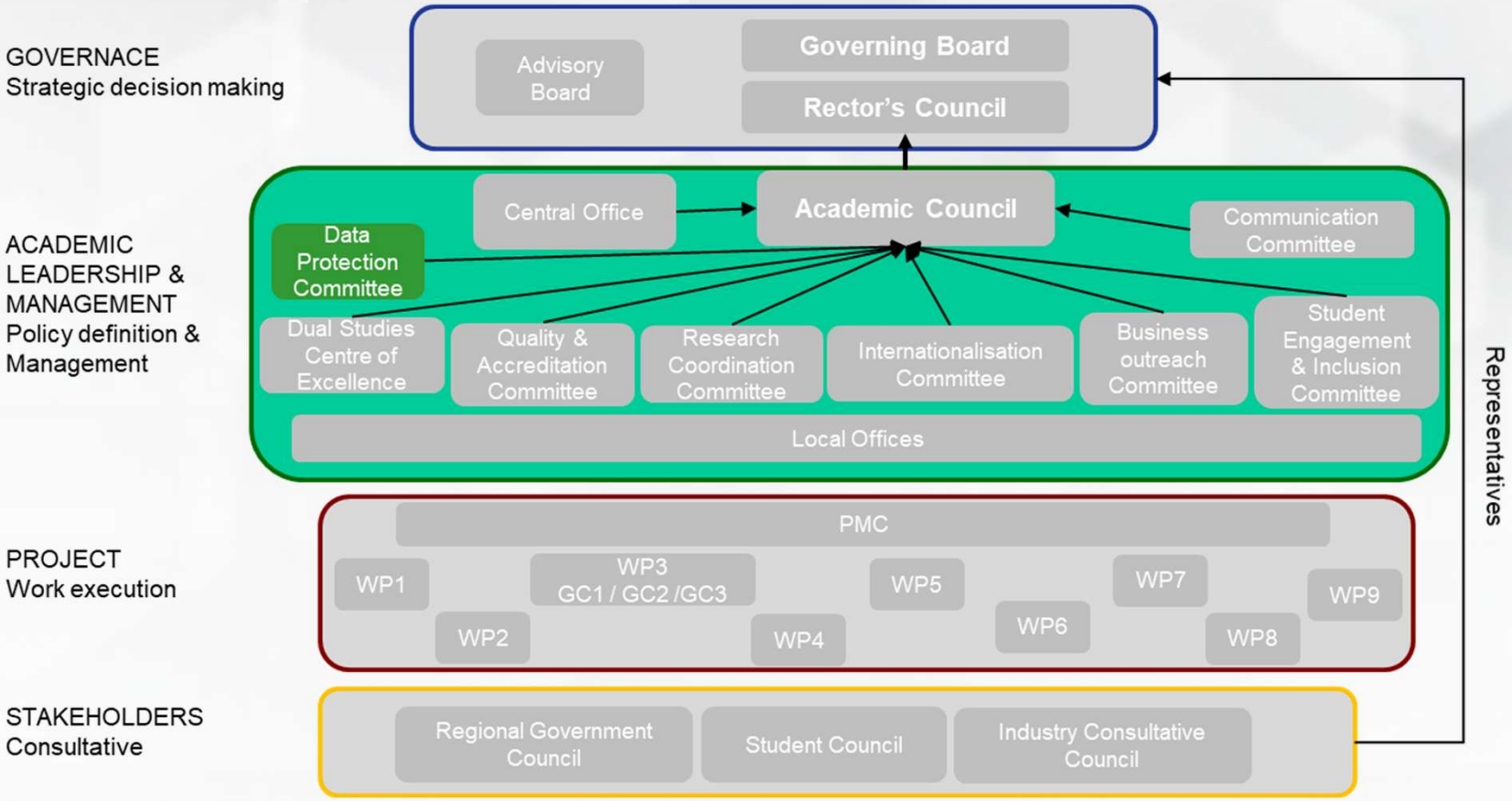

Project Management Structure

2 How are we organised?

EU4Dual

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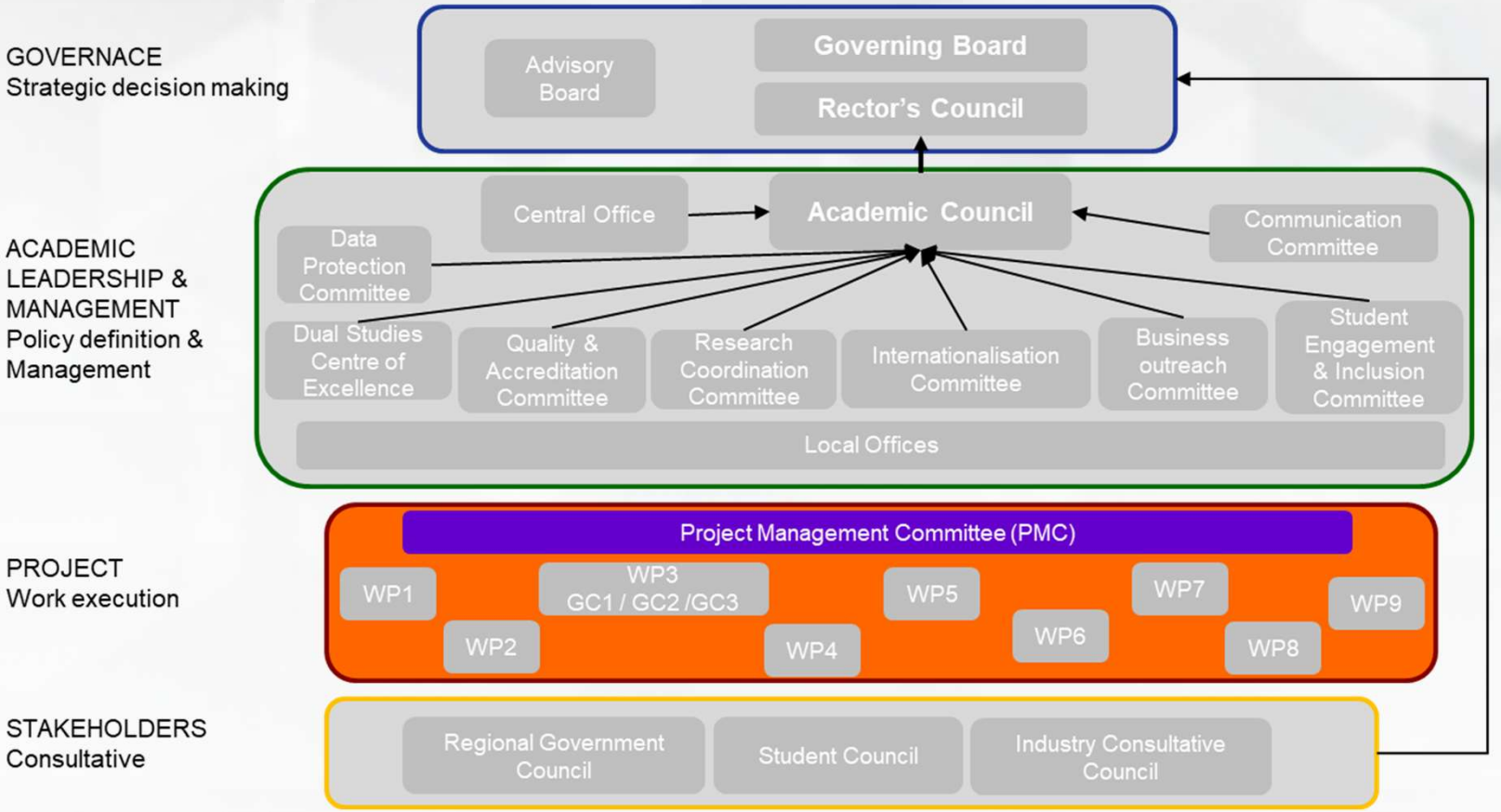
EUROPEAN UNIVERSITIES

Erasmus+



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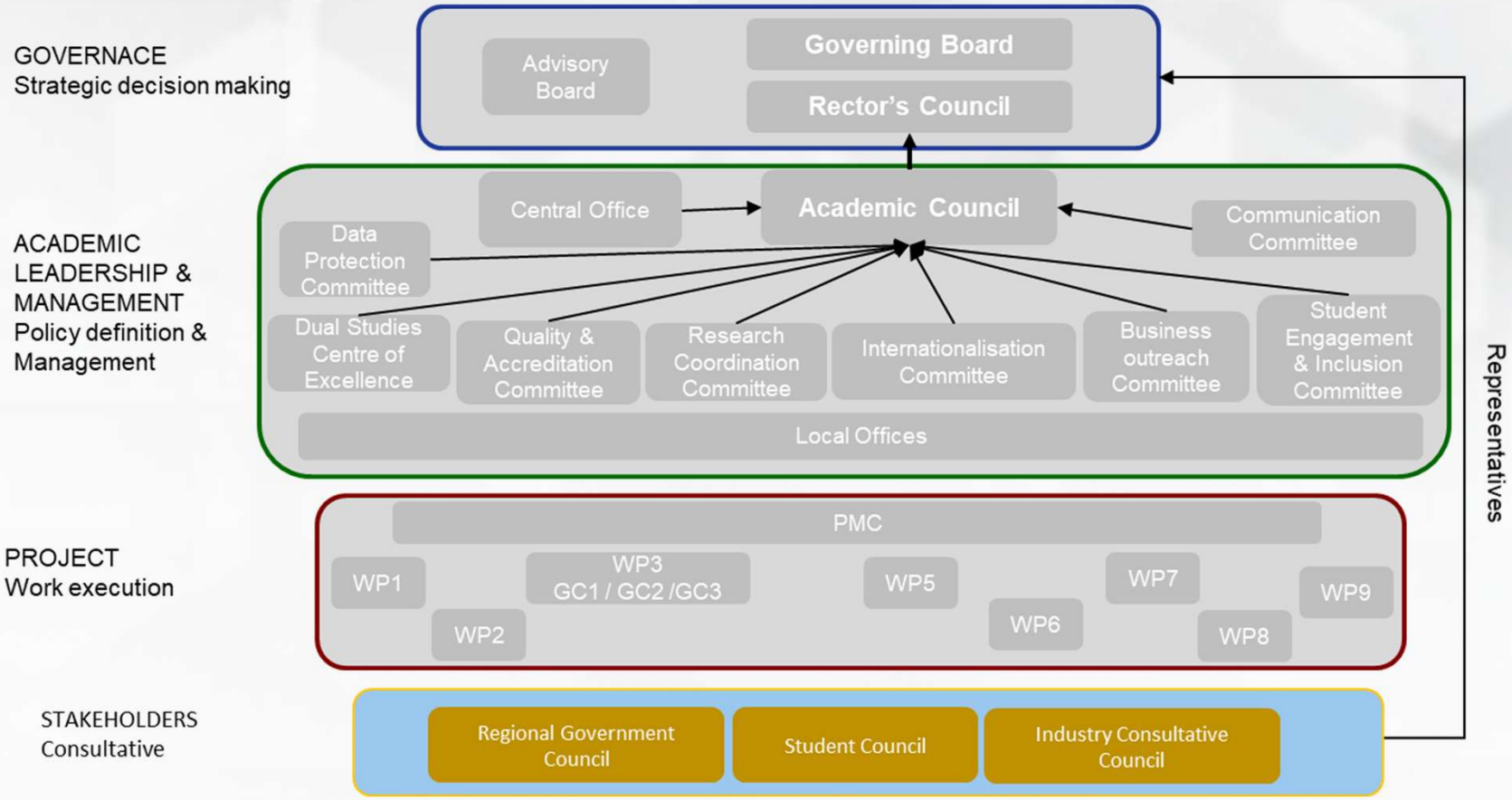

EU4Dual
The European Dual Studies University

3 Objectives & expected impact

By 2025 we intend to...

- establish a cooperation mechanism to collaborate across borders on teaching, research and industry outreach around societal grand challenges.
- ensure that the majority of programmes offered by the dual university include research, teaching or internship elements from at least two members of the institution.
- launch a joint micro-credential portal, offering continuing career development and new skills created by us as well as our industry partners, linked to our grand challenges.
- launch an ecosystem of joint research projects, at micro-, meso- and macro-level supporting the development of our grand challenges.
- create an unparalleled transnational work-based learning programme with strong support from local and global businesses.

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EU4Dual
The European Dual Studies University

4 Objectives & expected impact

We expect a big positive impact on society

- Impact on society and higher education landscape
- Impact on learners
- Impact on institutions
- Impact on our internal stakeholders

- Impact on external stakeholders
- Impact on our region
- Impact on our social challenges

5 Strategic priorities

Excellence and innovation in education.

- To create a global brand for dual higher education and to strengthen our local brands.
- To create joint-programs with a main focus on the creation of joint masters with European Degree accreditation.

Excellence in research.

- To increase the potential to develop interdisciplinary research aligned with the grand challenges within the Consortium.
- To create joint industrial PhD program.

Internationalisation.

- To attract international students and new (module-based) mobility opportunities for students.

EU4Dual
The European Dual Studies University

Co-funded by the Erasmus+ Programme of the European Union

EUROPEAN UNIVERSITIES

Dziękuję

Merci

Hvala vam

Kiitos

Thank you

Grazzi

EU4Dual

Danke

Eskerrik asko

Köszönöm

Gracias

You can find out more about us at: https://eu4dual.education/

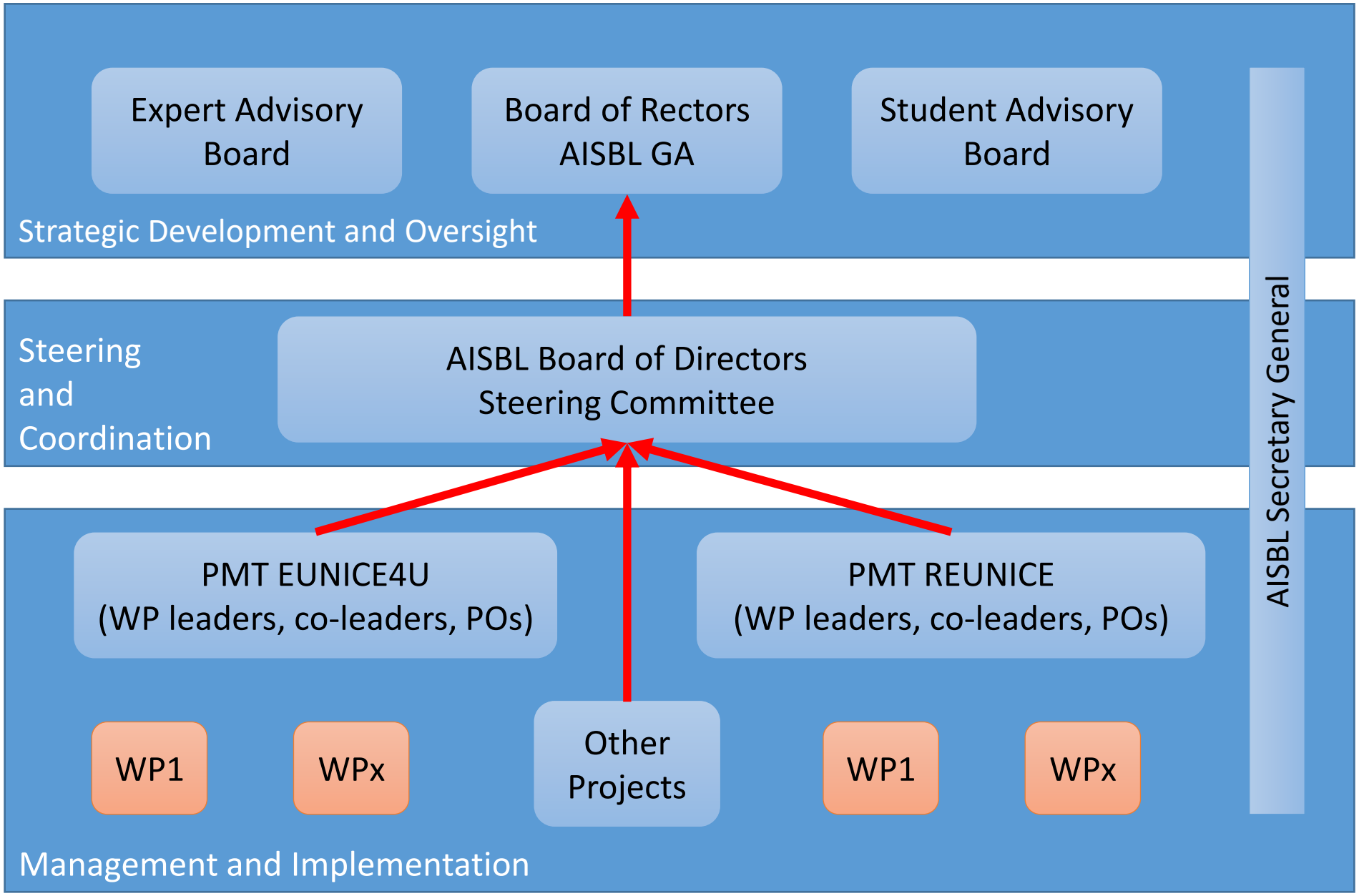
ERAMUS-EDU-2022-EUR-UNIV
Grant Agreement No. 101089937

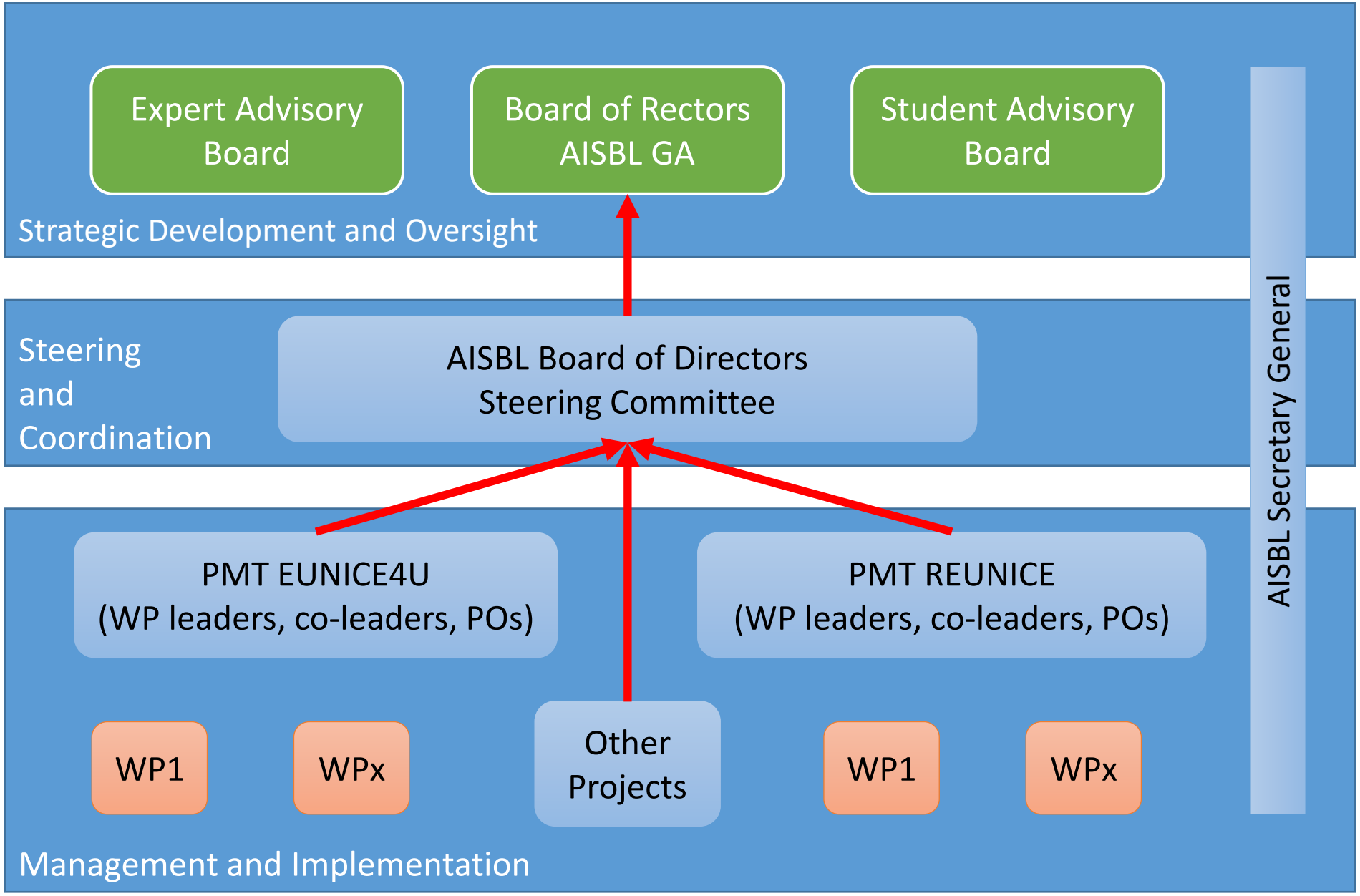
Co-funded by the Erasmus+ Programme of the European Union

Governance & management structure

EUNICE Alliance

- 155 494 students
- 14 312 academics & staff
- 10 countries


Expert Advisory Board
Board of Rectors AISBL GA
Student Advisory Board
Strategic Development and Oversight
Steering and Coordination
AISBL Board of Directors Steering Committee
AISBL Secretary General
PMT EUNICE4U (WP leaders, co-leaders, POs)
PMT REUNICE (WP leaders, co-leaders, POs)
WP1
WPx
Other Projects
WP1
WPx
Management and Implementation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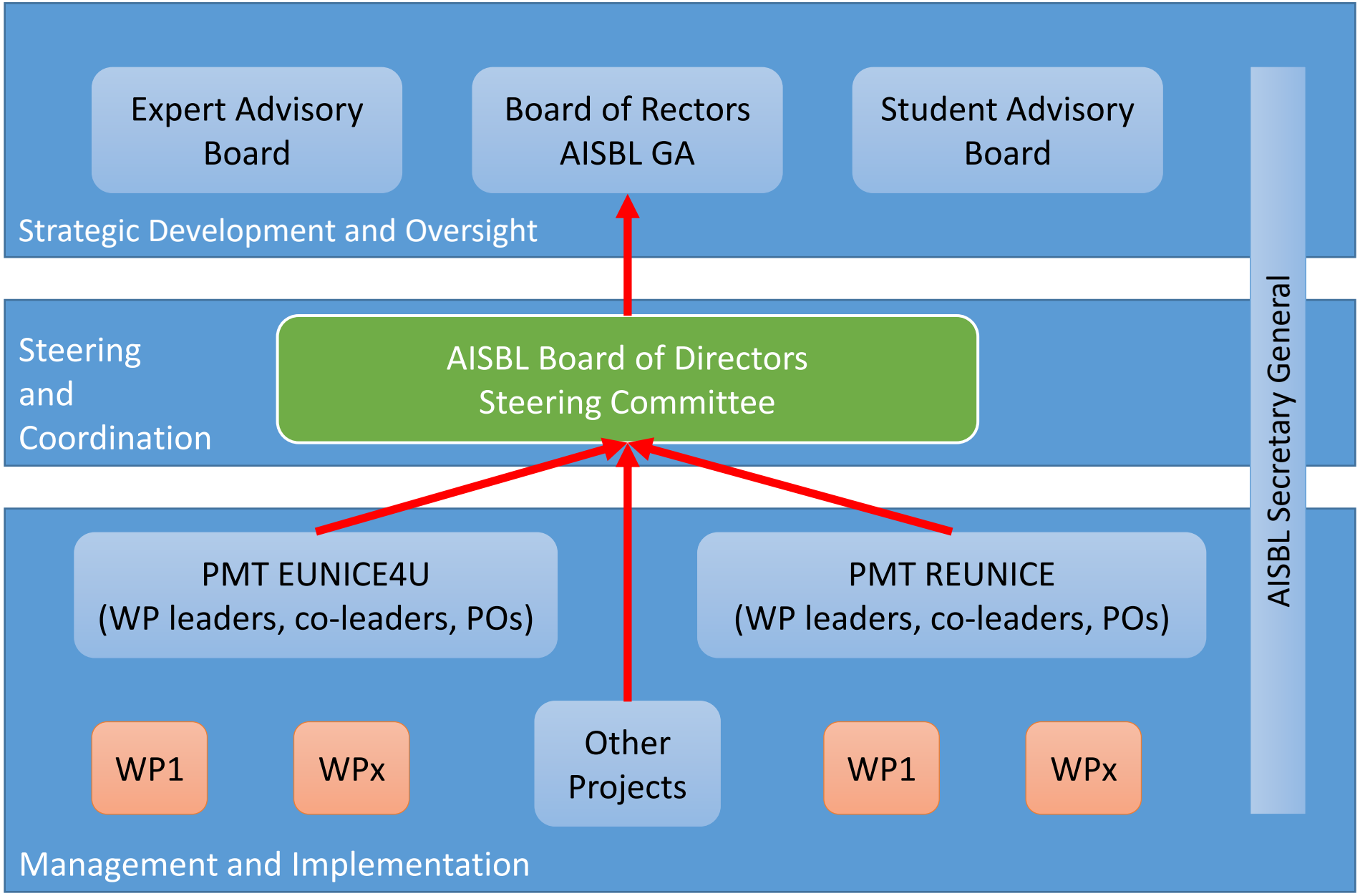
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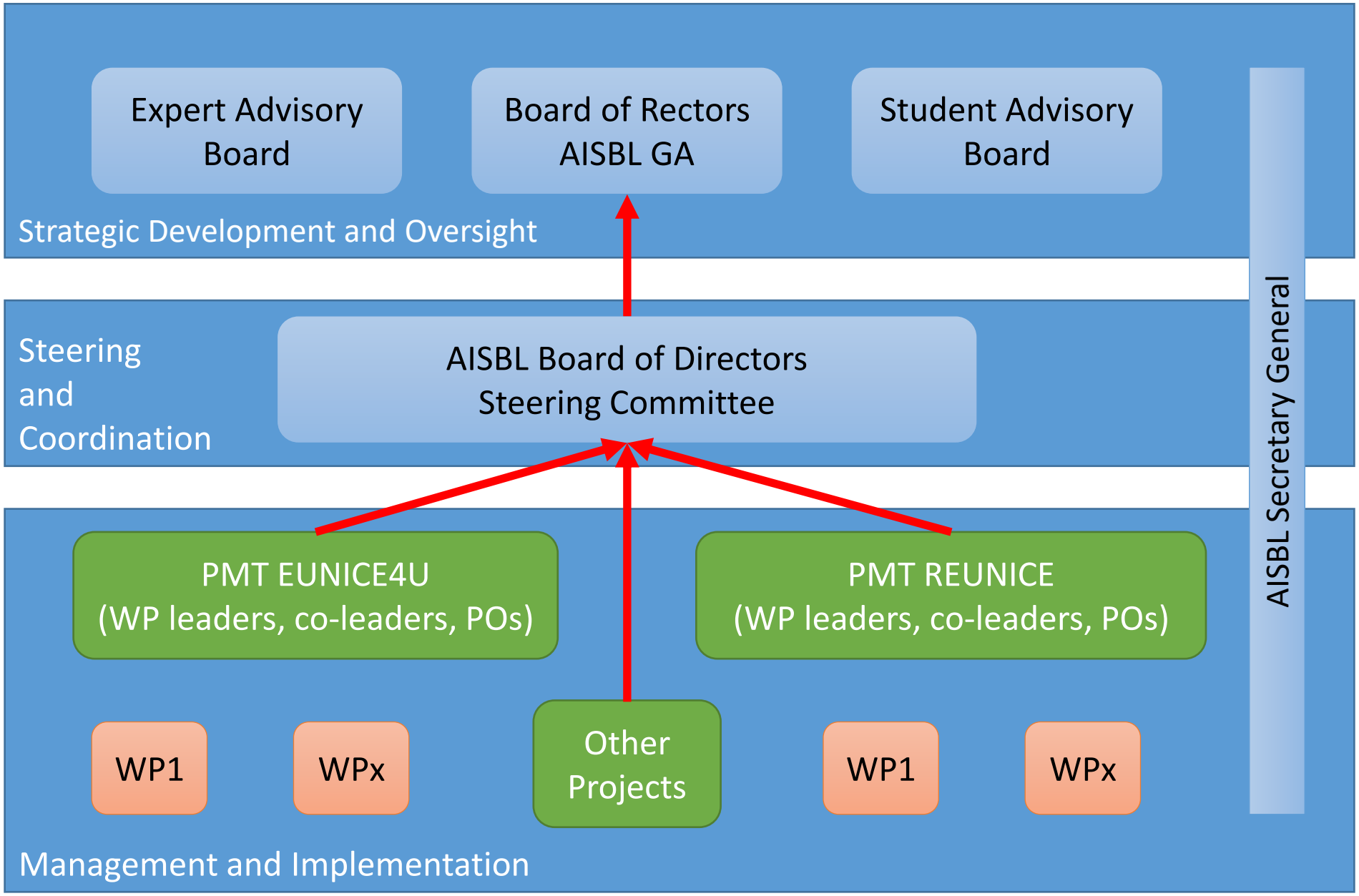
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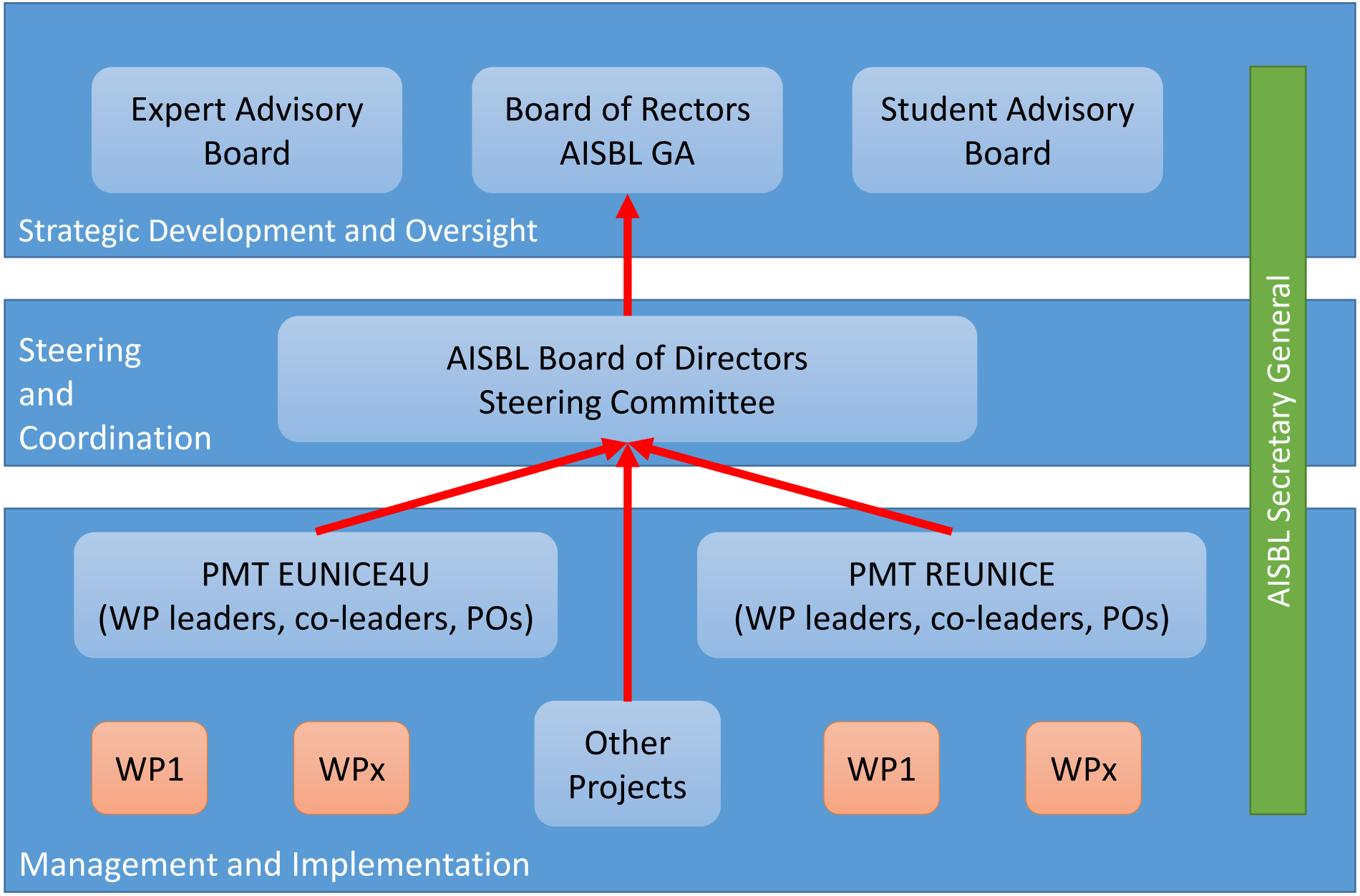
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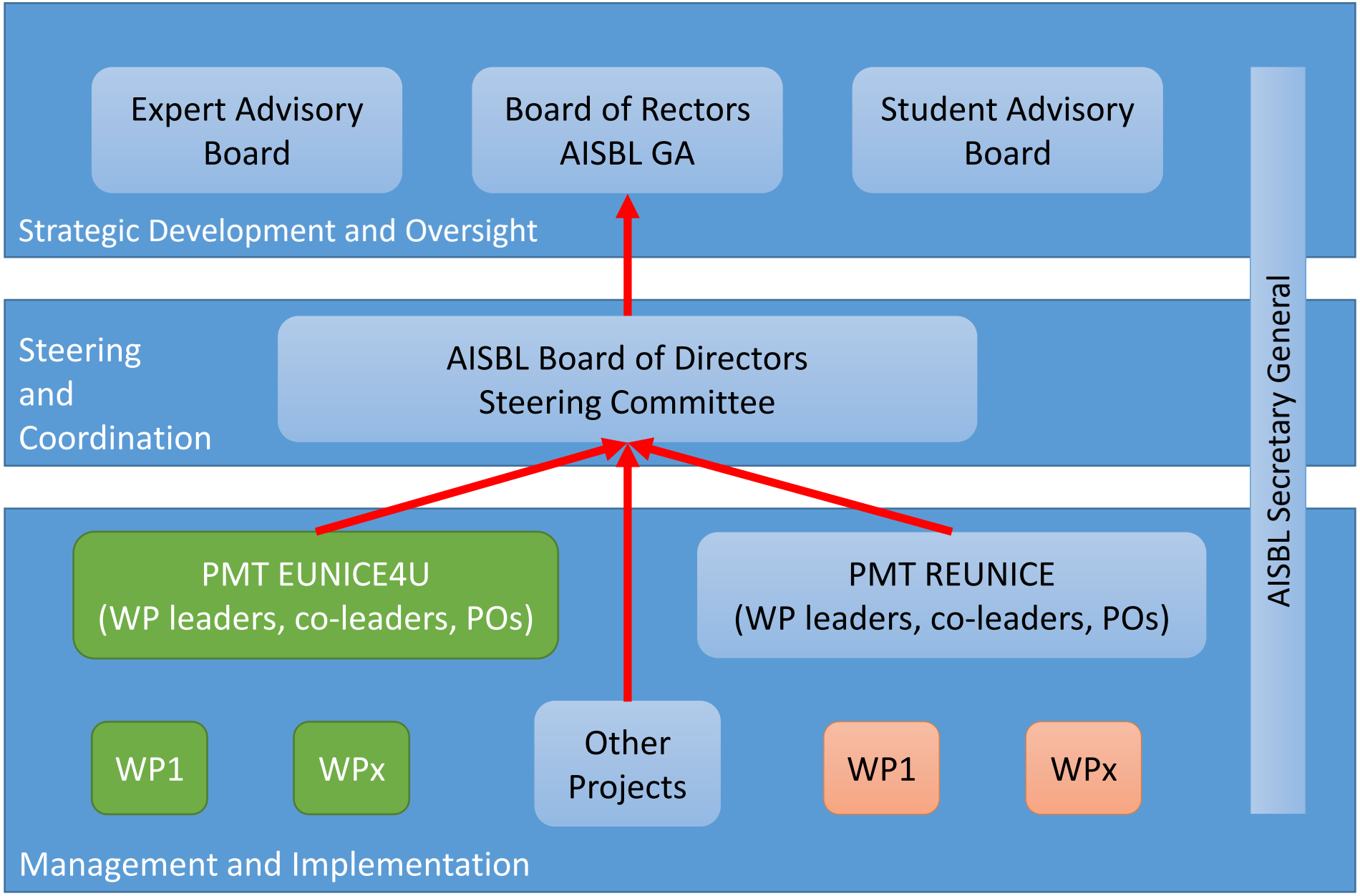
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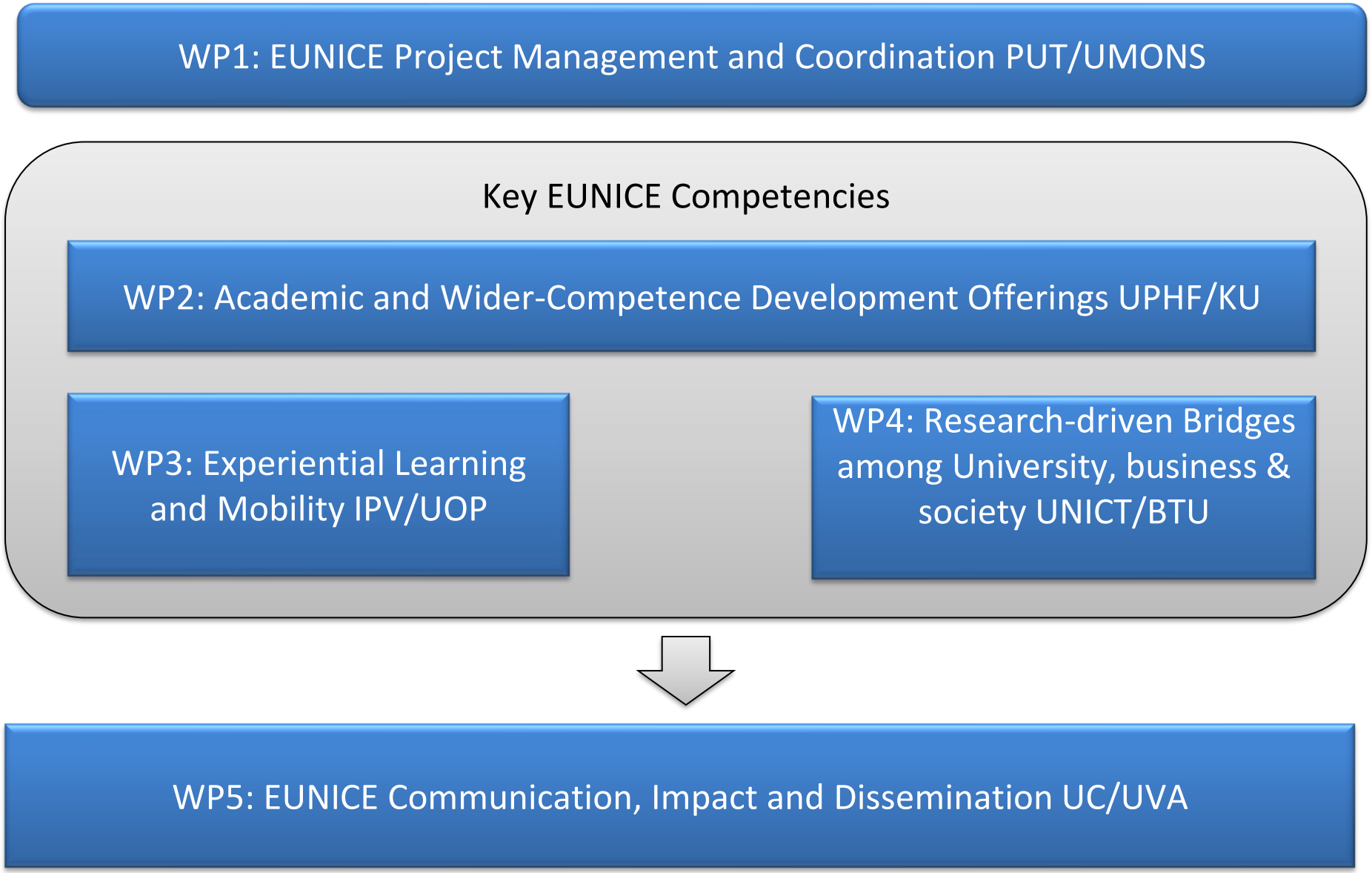
EUNICE4U WPs Division



EUNICE4U Project bodies

- EUNICE Project Management Team (PMT)
- EUNICE Communication Officers (ECO)
- EUNICE Financial Officers (EFO)
- EUNICE Quality Committee (EQC)
- EUNICE Associated Partners (EAP)

EUNICE AISBL Tasks

Manage the AISBL
Prepare budget and accounting of the AISBL
Independent joint governance structure
Support the implementation of EUNICE activities
Facilitate communication between university members
Assembler between partners
Representative at EU level
Contact point with other Alliances
Jointly hire staff
Receive public and private funding flexibly from different sources
Buy and own goods and services
Cooperation with non-EU partners

EUROPEAN
UNIVERSITY OF
TECHNOLOGY

General organization of EUt+

Timothée Toury, Secretary General

BY-NC

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the European Union

EUROPEAN UNIVERSITY OF TECHNOLOGY
EUROPEAN VALUES
EMPOWERING TECHNOLOGY
RIGA TECHNICAL UNIVERSITY
DUBLIN
h_da
DARMSTADT UNIVERSITY OF APPLIED SCIENCES
utt
TROYES
UNIVERSITATEA TEHNICĂ
9e PARTNER
UNIVERSITÀ DEGLI STUDI DI CASSINO E DEL LAZIO MERIDIONALE
Universidad Politécnica de Cartagena
Cyprus University of Technology

To contribute to the momentum that Europe absolutely needs, we are considering an unprecedented endeavor:

Merging our institutions into a single European University.

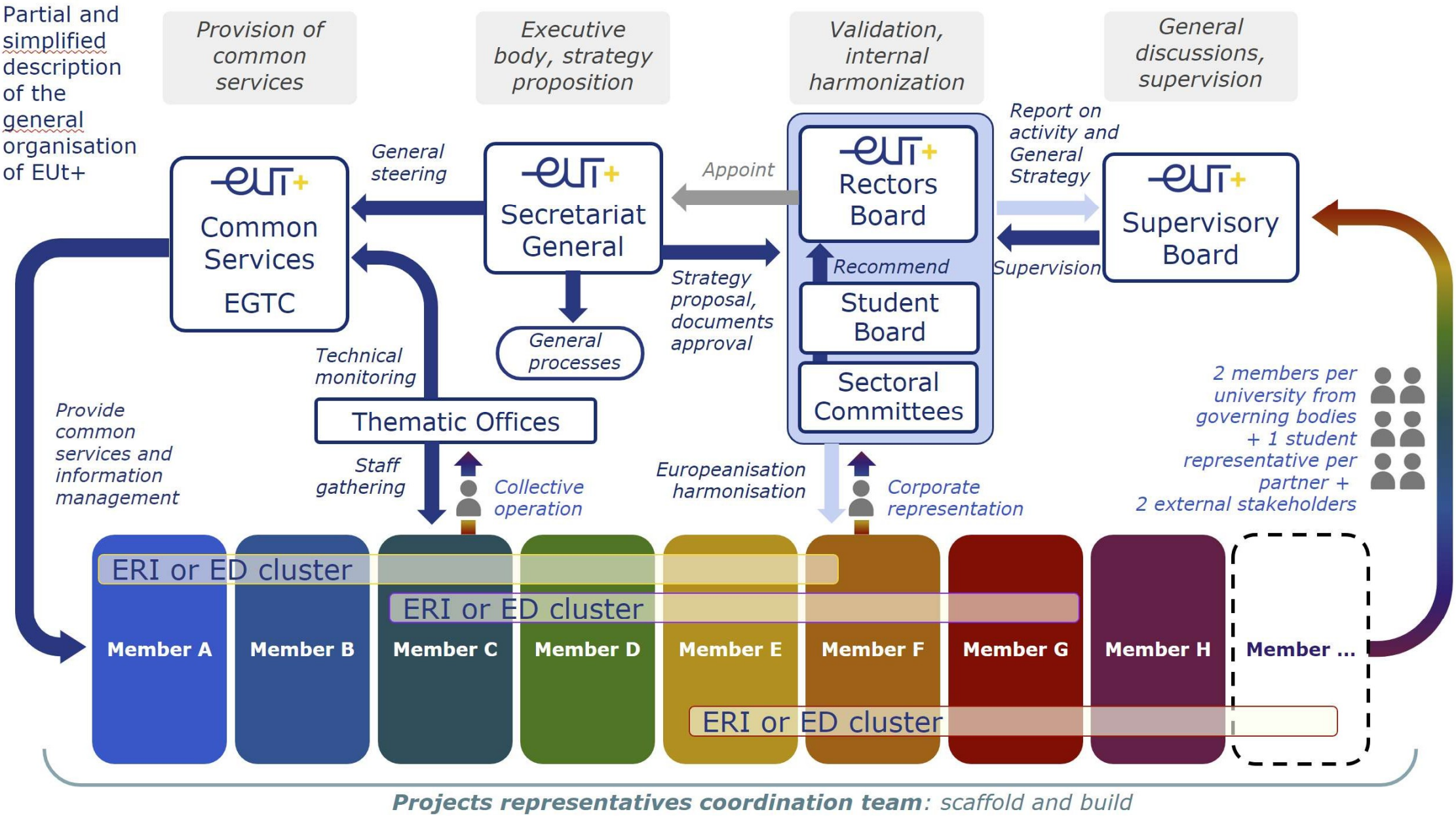
ROADMAP TOWARDS AN EVENTUAL SINGLE INSTITUTION

Signed in Limassol, 24 September 2021

ONE MAIN PRINCIPLE

→ Not creating new curricula or Research groups

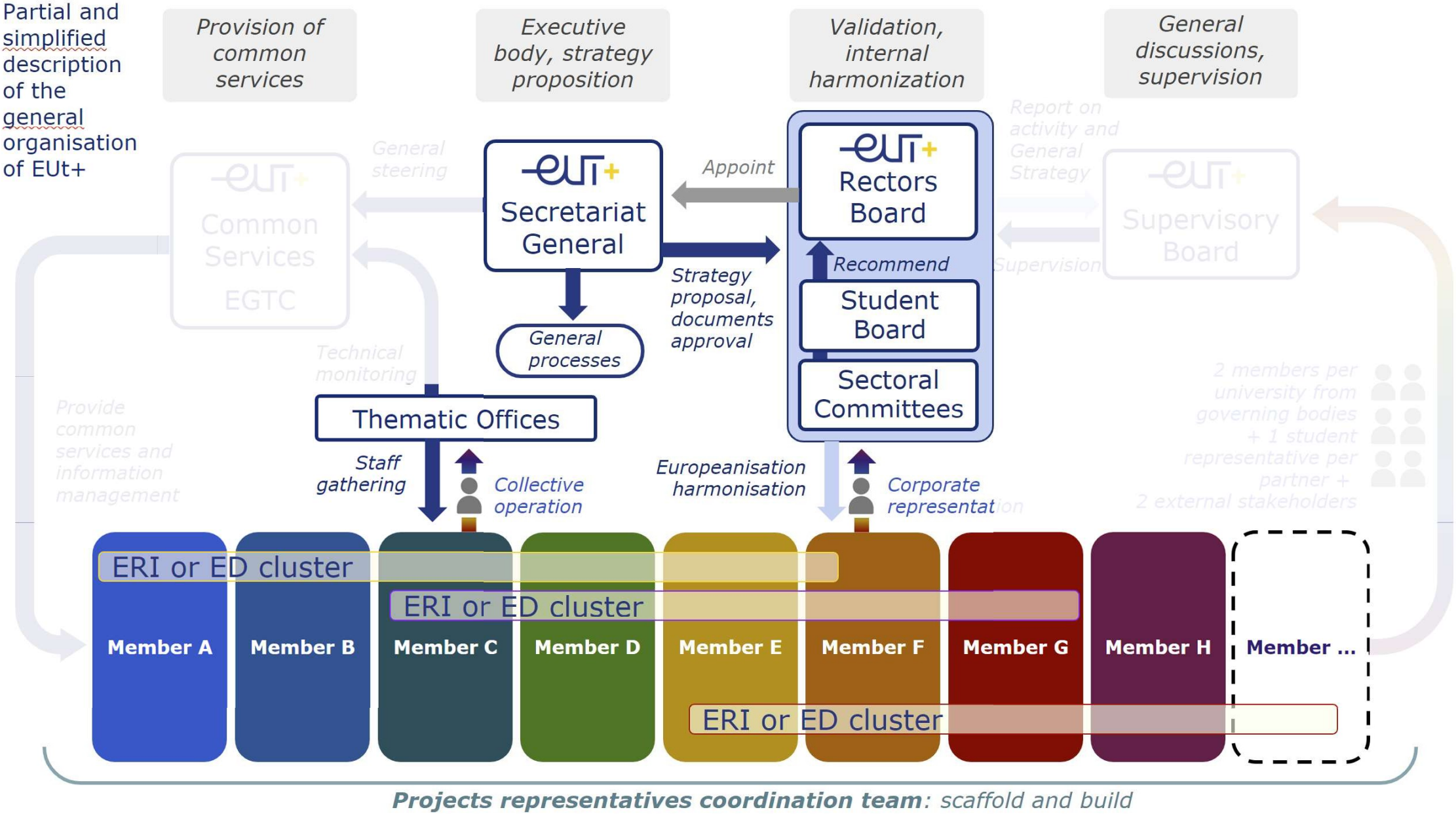
→ harmonising, aligning, gathering the existing


Partial and simplified description of the general organisation of EUt+
Provision of common services
Executive body, strategy proposition
Validation, internal harmonization
General discussions, supervision
Common Services EGTC
General steering
Secretariat General
Appoint
Rectors Board
Report on activity and General Strategy
Supervisory Board
Recommend
Supervision
Student Board
Sectoral Committees
Strategy proposal, documents approval
General processes
Technical monitoring
Thematic Offices
Provide common services and information management
Staff gathering
Collective operation
Europeanisation harmonisation
Corporate representation
2 members per university from governing bodies + 1 student representative per partner + 2 external stakeholders
ERI or ED cluster
ERI or ED cluster
ERI or ED cluster
Member A
Member B
Member C
Member D
Member E
Member F
Member G
Member H
Member ...
Projects representatives coordination team: scaffold and build

ORDER OF MAGNITUDE

- → 1200 persons involved
- → ~8 physical meetings / year (100~200 p.)
- → +15 complementary/side European projects
- → +600 students already 1 semester Mobility
- → +18000 ECTS exchanged
- → +2000 courses offered to automatic recognition

Partial and simplified description of the general organisation of EUt+



SECRETARIAT GENERAL

→ 5 persons on site
→ 2 persons remote

→ design the strategical elements
→ drive the project, daily supervision

→ Lots of diplomacy 😉

→Organisation mainly ruled by agreements

GROUPS

→ Rectors Board ~ 8/year
→ Student Board ~ 8/year

→ Research, Education, IT Committees ~ 5/year

→Offices (Research, Erasmus funding, Communication…)

→Steering committee ~ online 1/week

ROLES

→ Principal representative

→ Project managers

STYX: EUt+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Summary of the 10 standards

ID	Standard	Brief description
1	**Resources and Participation in EUt+**	A transversal standard that enables all the rest. A EUt+ campus must dedicate resources to the EUt+ goals.
2	**An Education Oriented to the EUt+ Students**	It deals with the key process of the interaction between the students and the academic information provided to them.
3	**Equity, Diversity and Inclusion**	Standards 3, 4 and 5 are dedicated to the core values and principles of the EUt+ mission and vision, the EU values, the SDG, and the parity of esteem for all the European languages and cultures.
4	**Multilingualism and Intercultural Learning**	
5	**A sustainable, ethical and environmentally responsible EUt+ campus**	
6	**EUt+ Embedded in the Study Offer**	It is related to the strategic process of defining the study offer of the institution.
7	**EUt+ in Research, Development, Innovation, and Entrepreneurship**	It deals with the strategic research and technology-transfer mission.
8	**EUt+ Brand and Outreach**	It is dedicated to the necessary connection between what we claim, what we do, what we communicate, and how we introduce ourselves to the world.
9	**EUt+ as Long-Term Strategy**	It covers the long-term vision of the initiative.
10	**EUt+ Standards Self-evaluation and Reviews**	Its purpose is to foster continuous improvement, connecting Quality Assurance with the EUt+ standards.

STANDARD 1 RESOURCES AND PARTICIPATION IN EUt+

Description

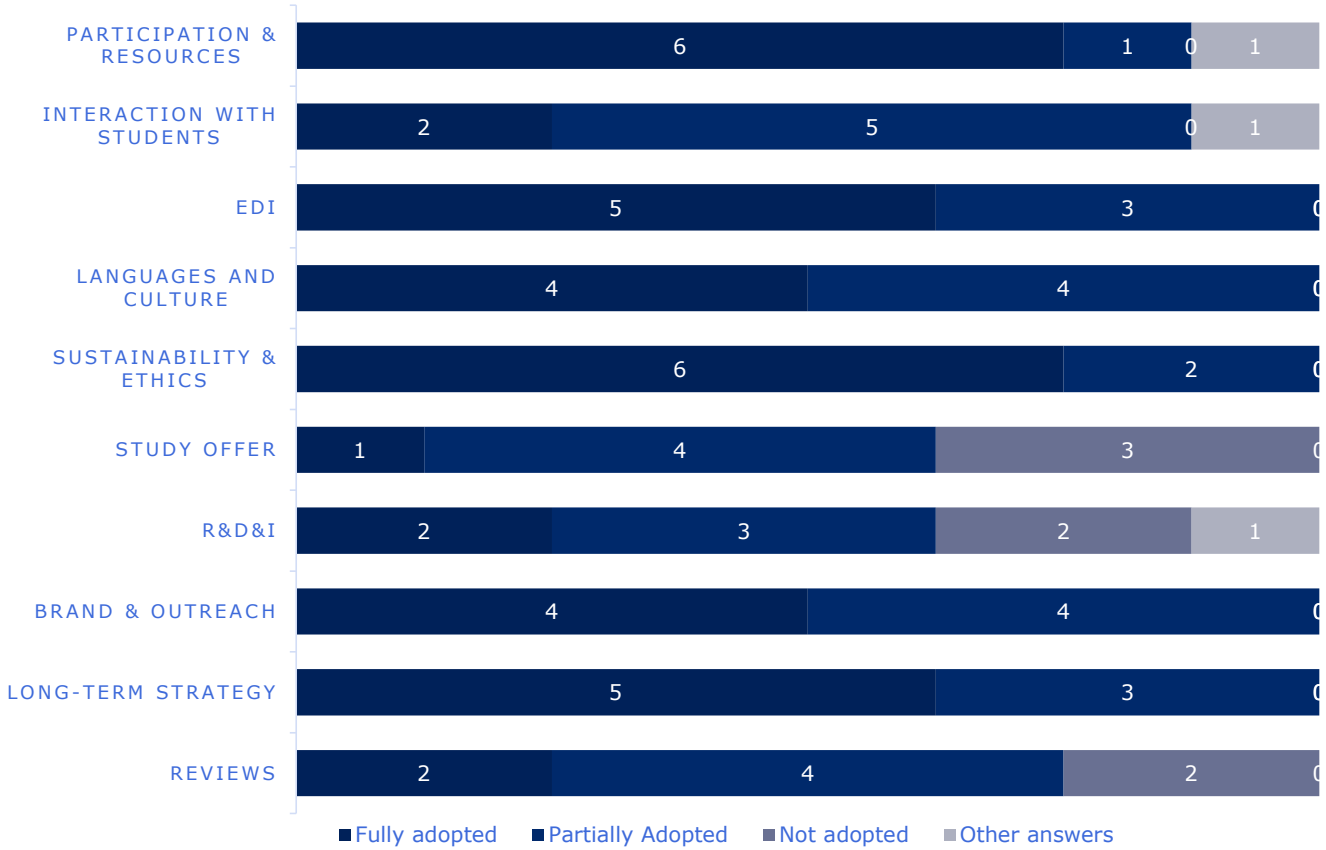
Standard An EUt+ campus allocates the necessary resources to realize the objectives of the alliance, participating actively in the EUt+ governance, bodies, offices, and teams, with representatives and delegates appointed and contributing to the tasks within the expected share of time. Delegates and representatives are appointed according to the regulations agreed at EUt+, if any.

Guidelines

1) Have in place the necessary procedures and means to appoint the staff to EUt+ bodies.
2) EUt+ is considered an integral part of the staff work (academic and non-academic) and is recognized in the university staff careers.
3) When needed, create the necessary roles, and provide them with the means to complete their role and remits.
4) Facilitate the active participation of the students in the design, development, and life of the alliance.
5) Actively seek and promote the participation of external stakeholders in the alliance.

STYX: EUt+ STANDARDS AND GUIDELINES FOR HARMONIZATION

Supporting critical self-evaluation, identify issues and exchanges practices



forthem.

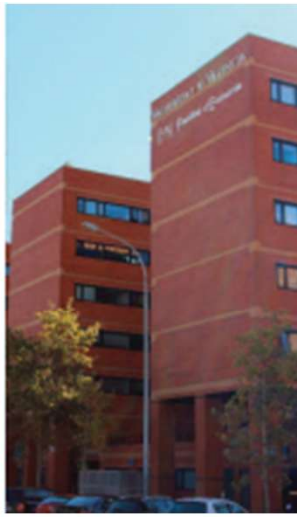
Fostering Outreach
within European Regions,
Transnational Higher Education
and Mobility

FORTHEM

Fostering Outreach within European Regions, Transnational Higher Education and Mobility

Dr. Agnese Rusakova, FORTHEM Policy and Legal Officer

Co-funded by the European Union



1 alliance
of 9 universities, 254 research centers and 23 campuses

227000 students
20% of which are foreign students

32000 staff
of which approximately half are academic and the other administrative

150 graduate programs
and a further 200 doctoral programs

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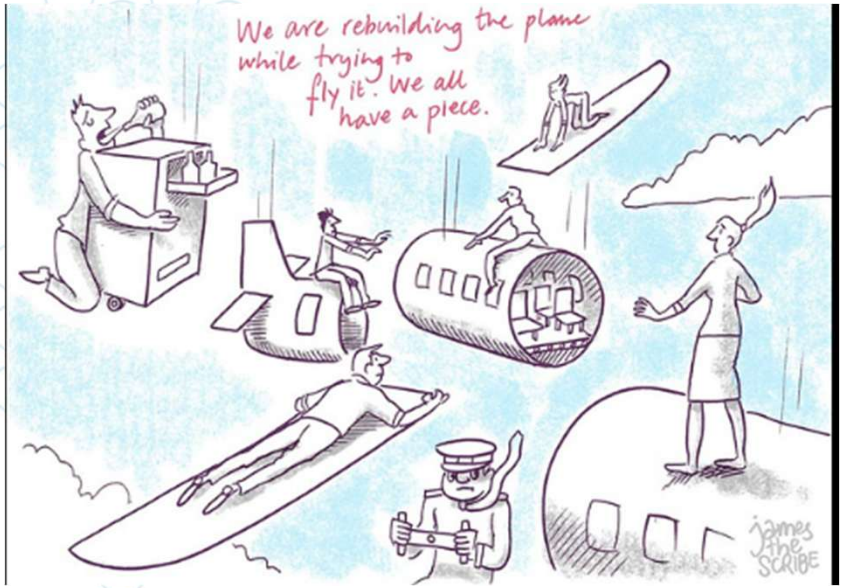
Challenges:

- from bilateral and trilateral field-specific cooperation towards a transnational university
- from a project into a strategic partnership
- acting out of national legislation framework that sometimes has conflicting impact on transnational activities (e.g. Open Science, working conditions, employment, recruitment processes)

Benefits of "build the plane as you fly it" approach:

- agile
- flexible
- real-world testing
- speed-to-market
- organizational learning
- cost management



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FORTHEM governance according to principles: mutual trust, co-creation, joint responsibilities, transparency and democratic participation with equal access to decision-making for all

Roundabout benefits

- *Safer than Signalized Intersections*
- *Reduces Frequency and Severity of Crashes*
- *Reduces Traffic Delays/Increases Traffic Capacity*
- *Reduced Long-term Operational Costs*
- *More Environmentally-Friendly than Traditional Intersections due to Less Vehicle Emissions, Fuel Use and Noise*
- *More Aesthetically-Pleasing than Traditional Traffic Intersections*

Source: Safety/Other Roundabout Benefits | Nevada Department of Transportation (nv.gov)

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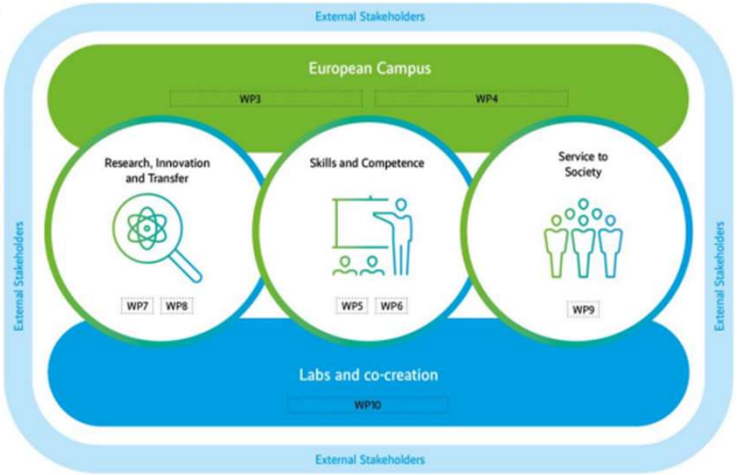
2019 vs. 2022: new elements in governance

- FORTHEM Presidency with a rotating chair and vice-chair
- General Secretariat
- 5 Missions:
  - European Campus Mission
  - Skills and Competences Mission
  - Research, Innovation and Transfer Mission
  - Labs and Co-creation Mission
  - Service to Society Mission

Member universities

- Jyväskylän yliopisto, Finland
- Université de Bourgogne, France
- Johannes Gutenberg-Universität Mainz, Germany
- Università degli Studi di Palermo, Italy
- Latvijas Universitāte, Latvia
- Uniwersytet Opolski, Poland
- Universitat de València, Spain
- *Universitatea Lucian Blaga din Sibiu, Romania (from [2021] 2022)*
- *Universitetet i Agder, Norway (from [2021] 2022)*



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and Mobility

Some of the FORTHEM governance principles:

• chairing of key governing bodies is based on annual consecutive rotations; the chairs and vice-chairs come from different universities

• principle of subsidiarity is applied in operational decision-making, allowing missions and work packages to make operational decisions about their activities

• the coordination of the Alliance is differentiated from the coordination of the EUI project and other externally funded projects within FORTHEM

• the involvement of students in the preparation of decisions and planning of activities

• the involvement of external stakeholders and internal strategic-level authorities in a role of ‘critical friends’

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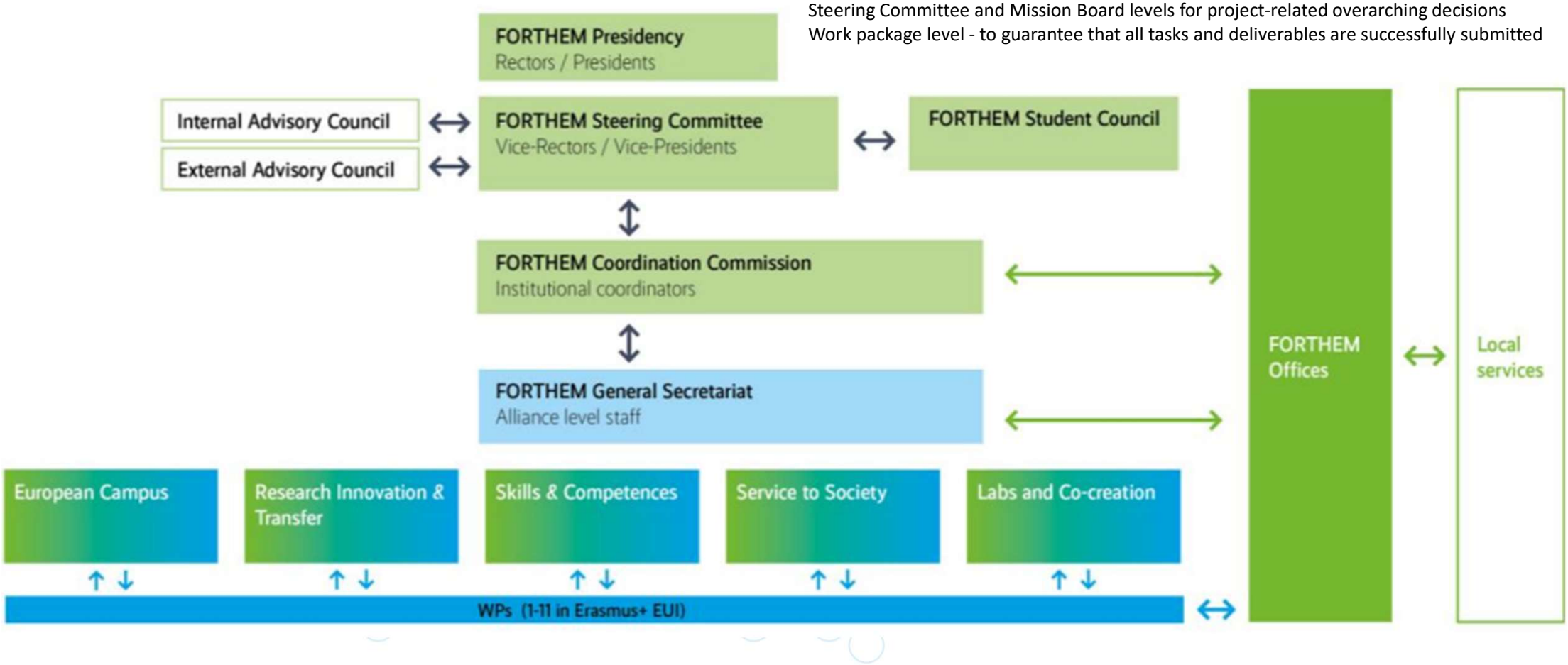
Body	Composition	Role
FORTHEM Presidency	Rotating chair, consisting of the nine Presidents / Rectors	Ensures institutional commitment to FORTHEM and the needed human & financial resources, confirms FORTHEM strategy
Steering Committee	Rotating chair, consisting of nine Vice-Presidents / Vice-rectors	Confirms the activity plans and budgets of mission boards, compiles and monitors FORTHEM strategy and budget
Coordination Commission	Rotating chair, consisting of nine institutional FORTHEM Coordinators	Oversees FORTHEM activities in the respective universities, coordinates updating of strategy and activity plans, acts as a link between high-level governance and concrete activities as well as between local FORTHEM offices and the General Secretariat. Carries out conflict resolution
General Secretariat	Chaired by General Secretary; consists of IT, communication, legal and EU policy experts, Mission Board managers, project managers, Alliance secretary and Student Involvement Officer	Carries out operational day-to-day management of FORTHEM activities, coordinates external and internal communication, ensures synergies between Alliance projects, identifies fundraising opportunities and IT needs and provides legal expertise
Student Council	Rotating chair, consisting of 9 student representatives and 9 vice representatives from all universities	Involves students as co-creators/providers of ideas, presents them to other governance structure bodies, nominates student representatives to other parts of governance structure, is represented in Presidency and Steering Committee

Governance structure

Decision levels:
Presidency level - strategic questions on the future development of the Alliance
Steering Committee and Mission Board levels for project-related overarching decisions
Work package level - to guarantee that all tasks and deliverables are successfully submitted



students can experience FORTHEM in the role of co-creators and are represented in the Steering Committee and Mission boards, and are involved in all decision-making processes of the Alliance

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Fostering Outreach within European Regions, Transnational Higher Education and Mobility

- What is your Governance structure? (not only the Boards but the interrelation and decision making processes) **we started by creating guidelines for information circulation – when the agenda has to be prepared and sent out etc.**
- How does it integrates with the partners governance? **By involving the top management within the governance structure of the Alliance the compliance is ensured**
- What is working well and which are the challenges or improvement opportunities? **Working well: [from the pilot project quality assurance report] – close working environment with the top management. Challenges: busy calendars, different cultures (different approaches of doing things), democratic approach requires additional time for arriving to the decision**
- What is your financial management (especially for those that have a legal entity): how is your budget, is there a fee for partner universities, how they address the inequalities of national funding... **No legal entity. National budgets – try to be supportive and share the resources for Alliance related activities (augmented)**
- Does your "central" entity have a role in preparing decisions, assisting decision-making and building strategy, or is it purely an executive body? **SC is the strategic decision maker, CC acts on operative questions, the decision making is rooted in the stakeholder competence**
- Are decisions generally taken unanimously, by (qualified) majority, other? **if possible – consensus decision is being negotiating between partners – consensus assumes openness and willingness to make a decision via dialogue– if voting needed – by majority.**
- How are they prepared in advance? **Based on expertise, by relevant stakeholders, depending nature of the subject**
- Have members or will they modify their strategy in response to decisions taken at European university level? What is the balance between the strategy of the European University and that of individual members? **The involvement of the top management already at the project application writing point allowed to ensure there is no conflict between the strategies. There is a specific strategy team established with vice rectors monitoring the developments**

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Fostering Outreach
within European Regions,
Transnational Higher Education
and Mobility

Thank you!

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NEOLAiA

TRANSFORMING REGIONS FOR AN INCLUSIVE EUROPE

Governance structure

Beatriz Valverde, Coordinator of the Alliance

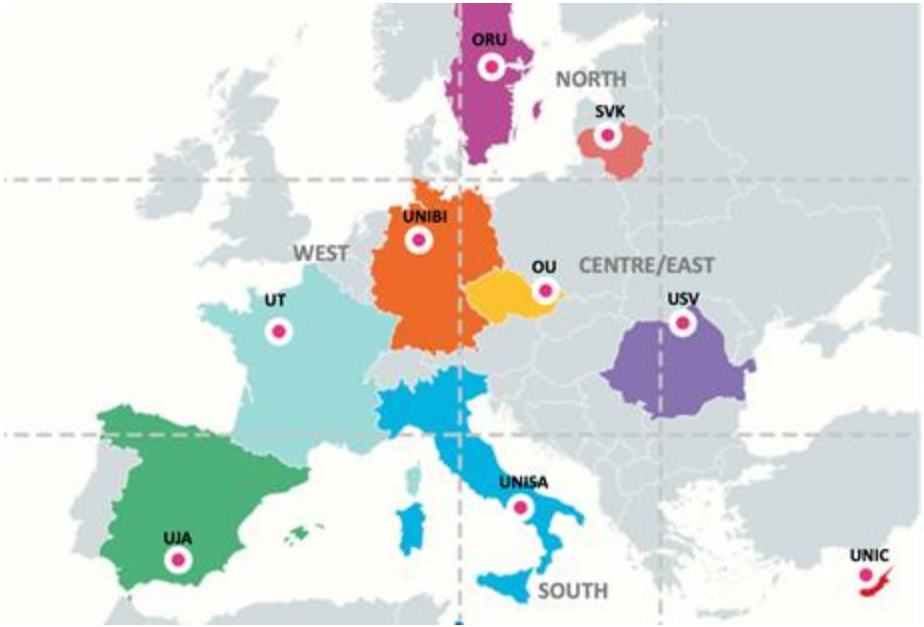
February 14, 2025

UJa.
Universidad de Jaén

Members of NEOLAiA

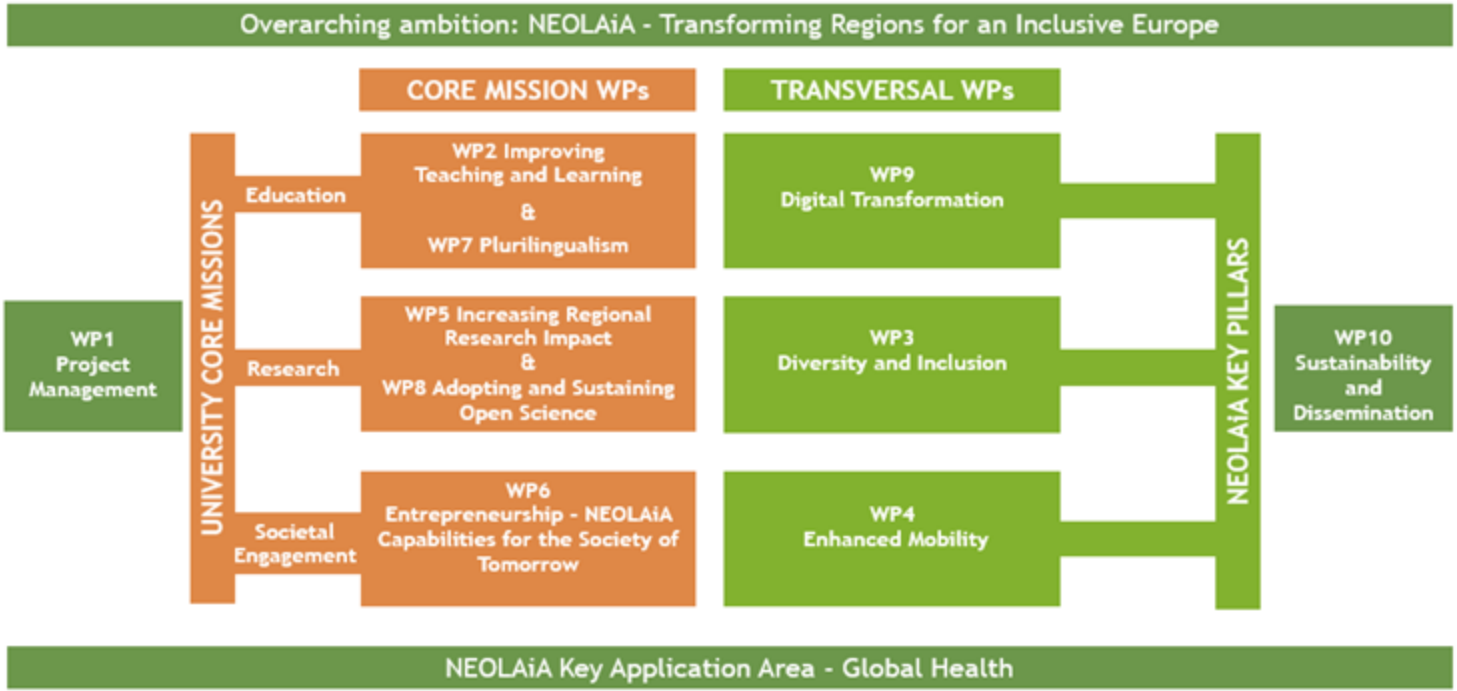
9 Partner Universities / 9 countries:

University of Jaén (Spain) - UJA
Örebro University (Sweden) - ORU
Bielefeld University (Germany) - UNIBI
University of Tours (France) - UT
Ostrava University (Czech Republic) - OU
Ștefan cel Mare University of Suceava (Romania) - USV
University of Salerno (Italy) - UNISA
University of Nicosia (Cyprus) - UNIC
Šiauliai State University of Applied Sciences (Lithuania) - SVK

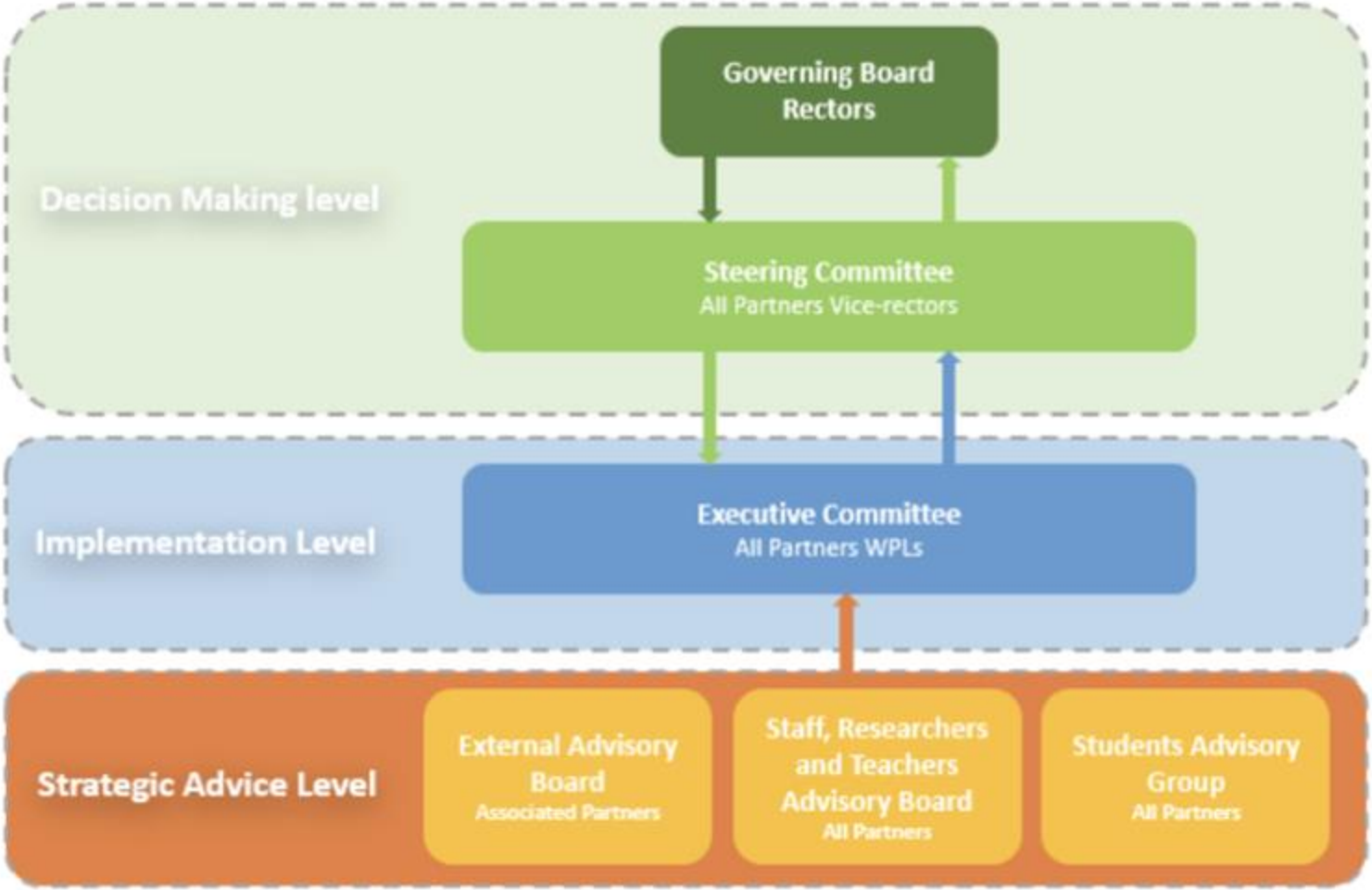


Coordinator Institution: University of Jaén
Period of execution: 1/2024 – 12/2027
Work packages: 10

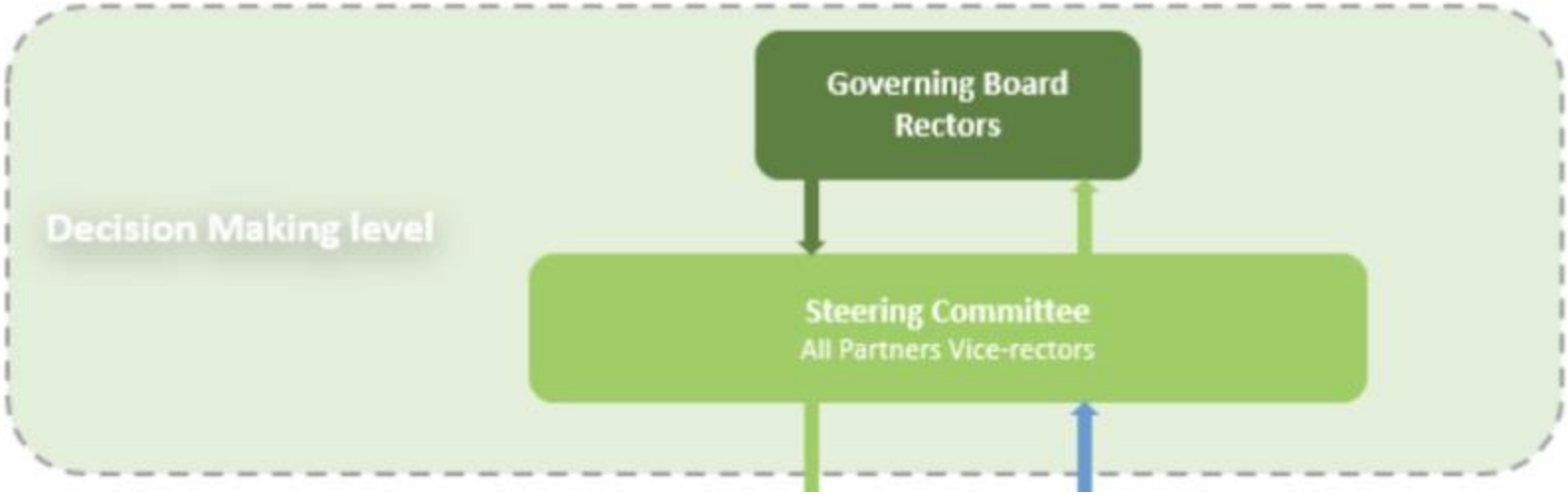
Work packages



Governance Structure



Decision Making Level



GB - 3 months - strategic guidance

SC - every month - activities are completed to the highest standards and in accordance with the project objectives

Implementation Level

EC - every month

- (WPLs) with one optional additional person per partner university
- responsible for the process, progress, deliverables and impacts of the project
- reports once a year to the SC on the progress of the project
- collects and forwards the outcomes, deliverables and reports to the SC for validation.

Strategic Advice Level

EAB

- twice a year
- minimum of one representative from each partner region, AP representatives and a minimum of 2 participants from non-EU countries
- audit the compliance of the alliance’s activities with the policy objectives of the European Higher Education Area

Strategic Advice Level

SRTAB

- twice a year
- 1 staff member and 2 researchers/faculty elected from each partner university
- audit the compliance of the alliance's activities with the policy objectives of the European Higher Education Area
- support in coordinating staff, researcher and teacher involvement i
- ensure that input and feedback are analyzed and transferred to the SC for implementation

Strategic Advice Level

SAG

- students enrolled at NEOLAiA partner universities
- three times a year and participate in the plenary partnership meetings held in person once a year together with other governing bodies
- provide bottom-up advice from students on their specific needs and concerns
- propose activities carried out by students on a voluntary basis

NEOLAiA

TRANSFORMING REGIONS FOR AN INCLUSIVE EUROPE

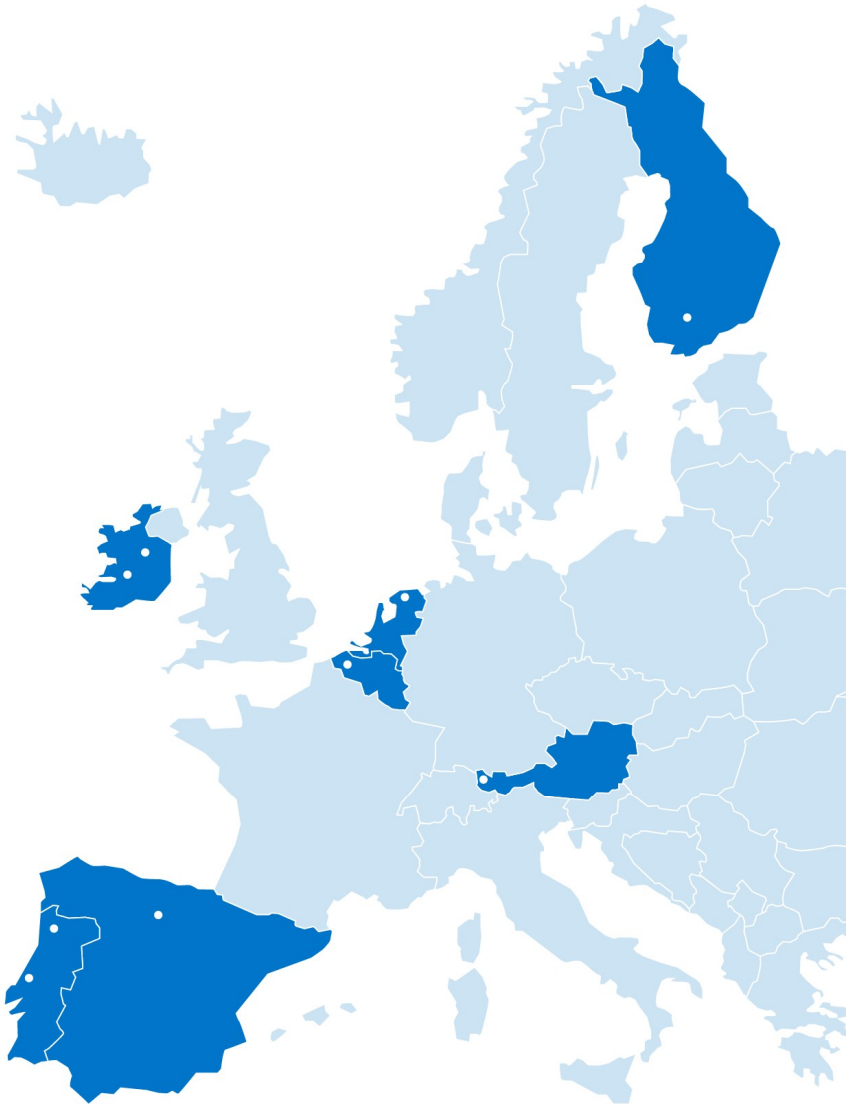
Thanks, Merci, ευχαριστώ, dík, Danke, tack, Mulțumiri, dèkoju, grazie!

February 14, 2025

UJa.
Universidad de Jaén

REGIONAL UNIVERSITY NETWORK

EUROPEAN UNIVERSITY



DELIVERING FUTURE AND ADVANCED SKILLS FOR SOCIETAL TRANSFORMATION IN THE EU REGIONS

RUN-EU: Governance and Management Model

FOREU Subgroup Governance and Legal Entity

Online meeting 10th January 2025

Co-funded by the European Union

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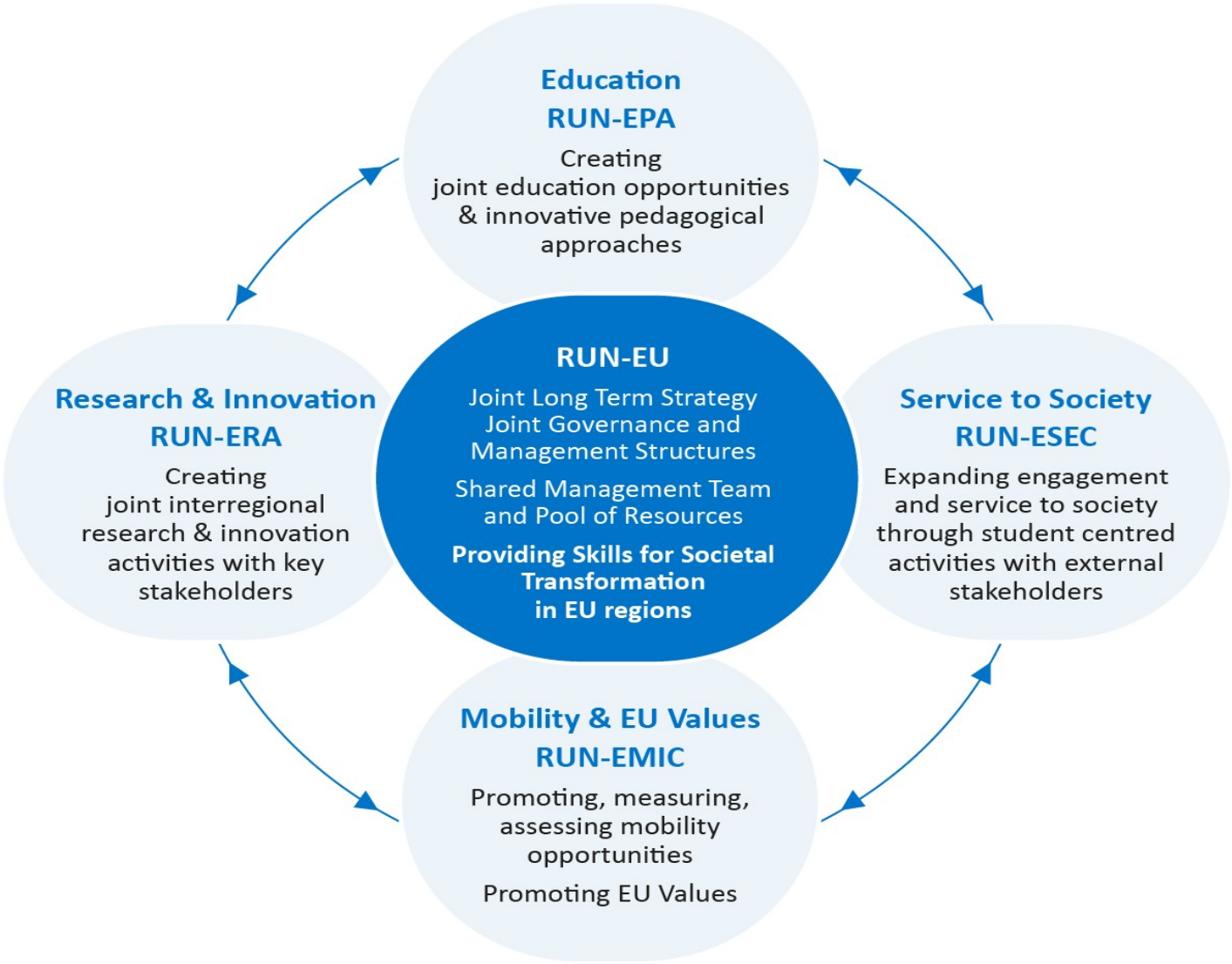
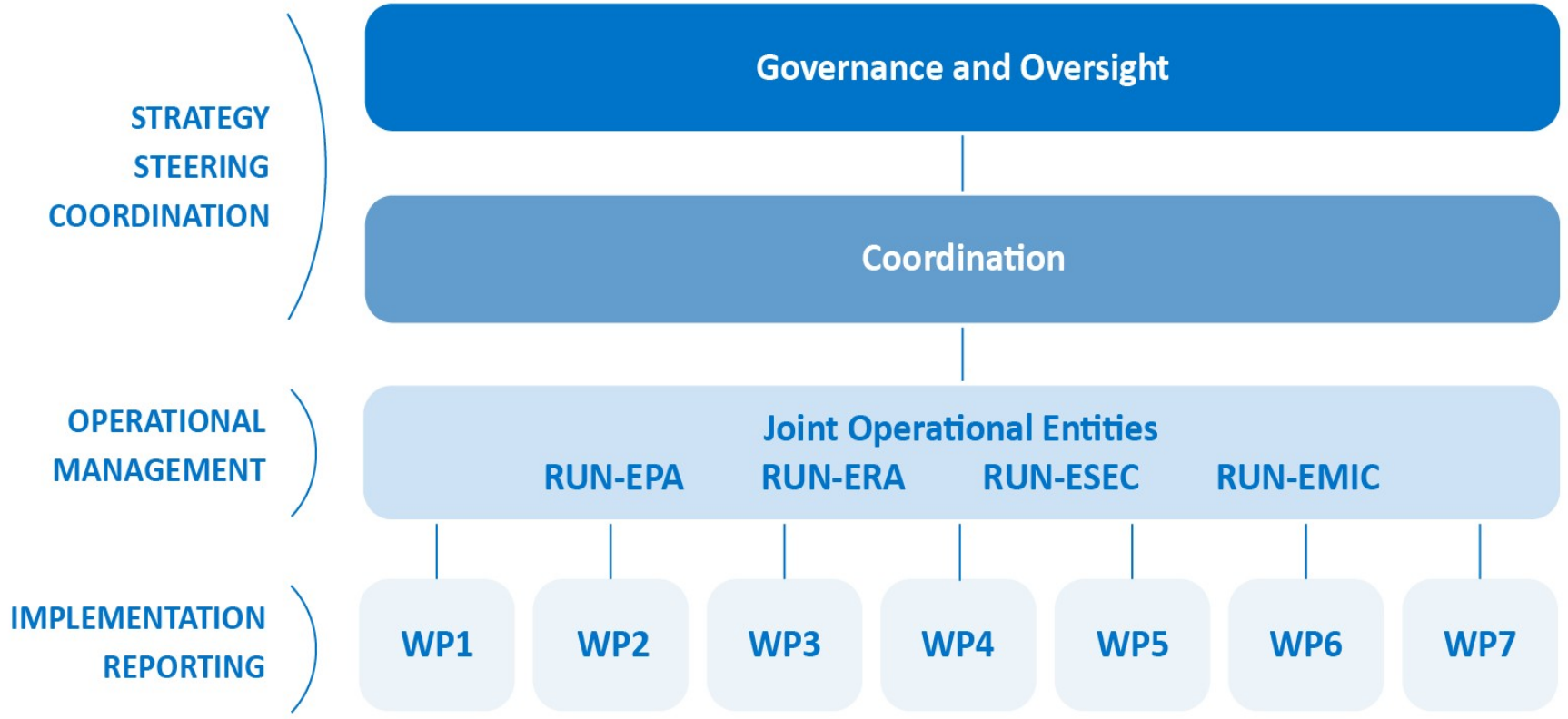
TUS · POLITÉCNICO DE LEIRIA · IPCA Polytechnic University of Cávado and Ave · HAMK Häme University of Applied Sciences · NHL Stenden university of applied sciences · FHV Vorarlberg University of Applied Sciences · Universidad de Burgos · howest university of applied sciences

RUN-EU JOINT OPERATIONAL ENTITIES



GOVERNANCE, COORDINATION AND IMPLEMENTATION – DECISION LEVELS

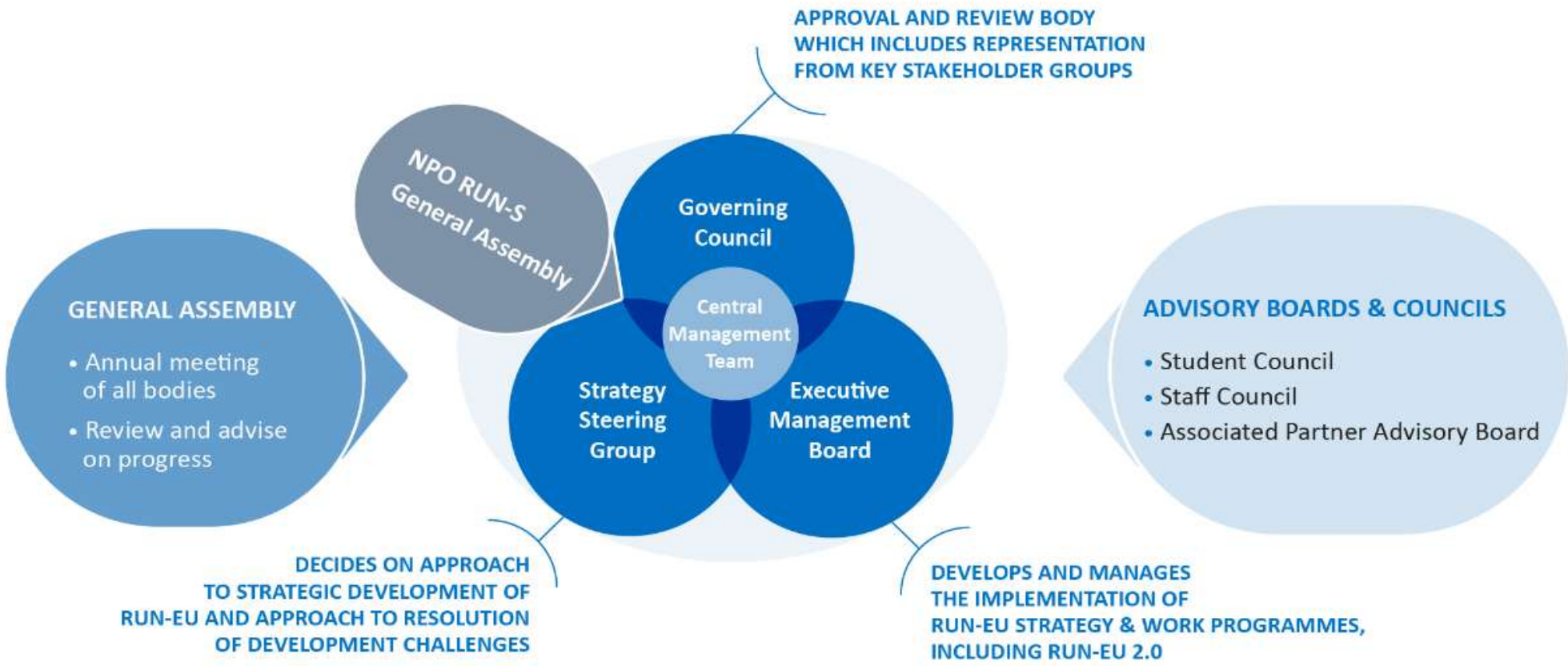


GOVERNANCE AND MANAGEMENT STRUCTURE OF RUN-EU 2.0

DEVELOPMENT AND MANAGEMENT OF THE

EUROPEAN ZONE OF INTER-REGIONAL DEVELOPMENT (EZID)

JOINT MANAGEMENT & GOVERNANCE MODEL OF RUN-EU



REGIONAL UNIVERSITY NETWORK
EUROPEAN UNIVERSITY

THANK YOU !

www.run-eu.eu

sea·EU
EUROPEAN UNIVERSITY OF THE SEAS

The European University of the Seas (SEA-EU): origins, objectives and governance structure

Origin

- Partners of the first (2019) and second (2022) call.

Governance structure

- Institutional, executive and operational levels.
- Co-creation (what is it? How it works?)

Re-thinking decision making: going from a project to a long-term Alliance

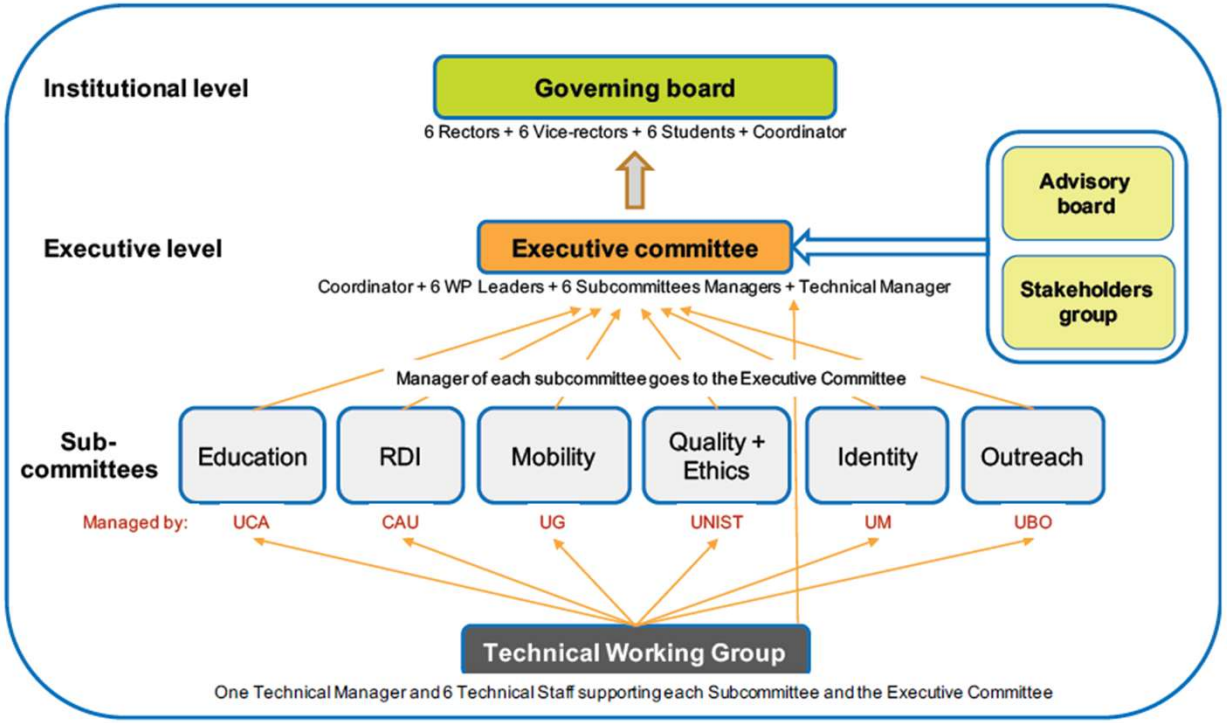
Remaining challenges for a co-created European University.

Co-funded by the European Union

Origin: the 2019 call (members and governance structure)

Membership

- University of Cadiz, Spain (Coord)
- University of Brest, France
- University of Gdansk, Poland
- Kiel University, Germany
- University of Split, Croatia
- University of Malta



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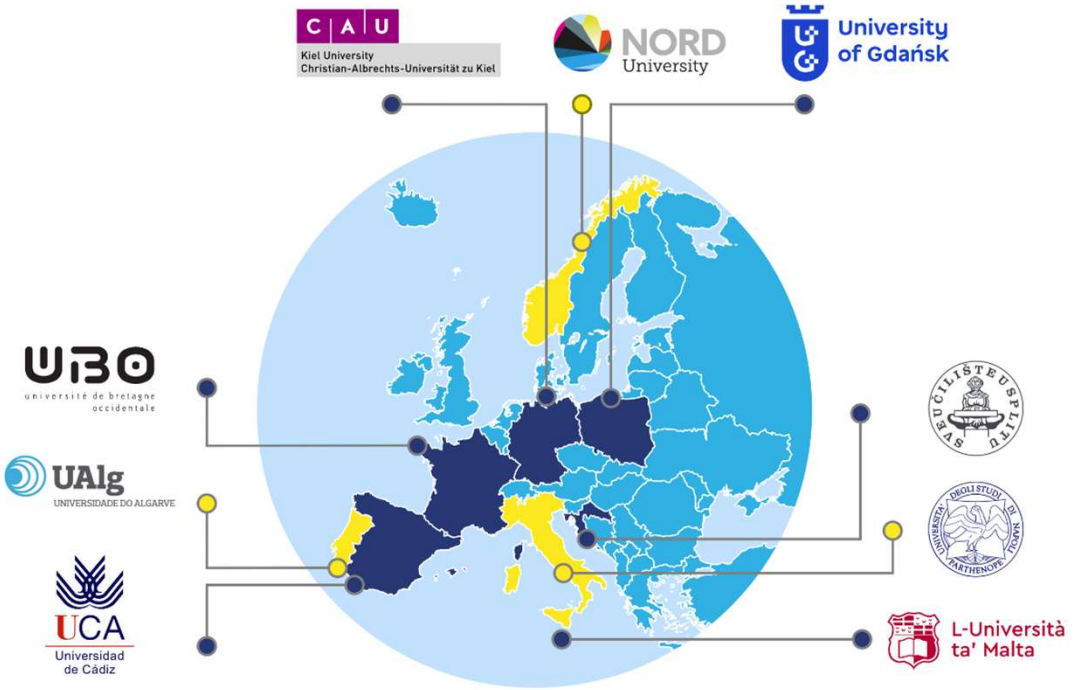
Origin: the 2022 call

New full partners

- University of Algarve, Portugal
- University of Parthenope-Naples, Italy
- Nord University, Norway



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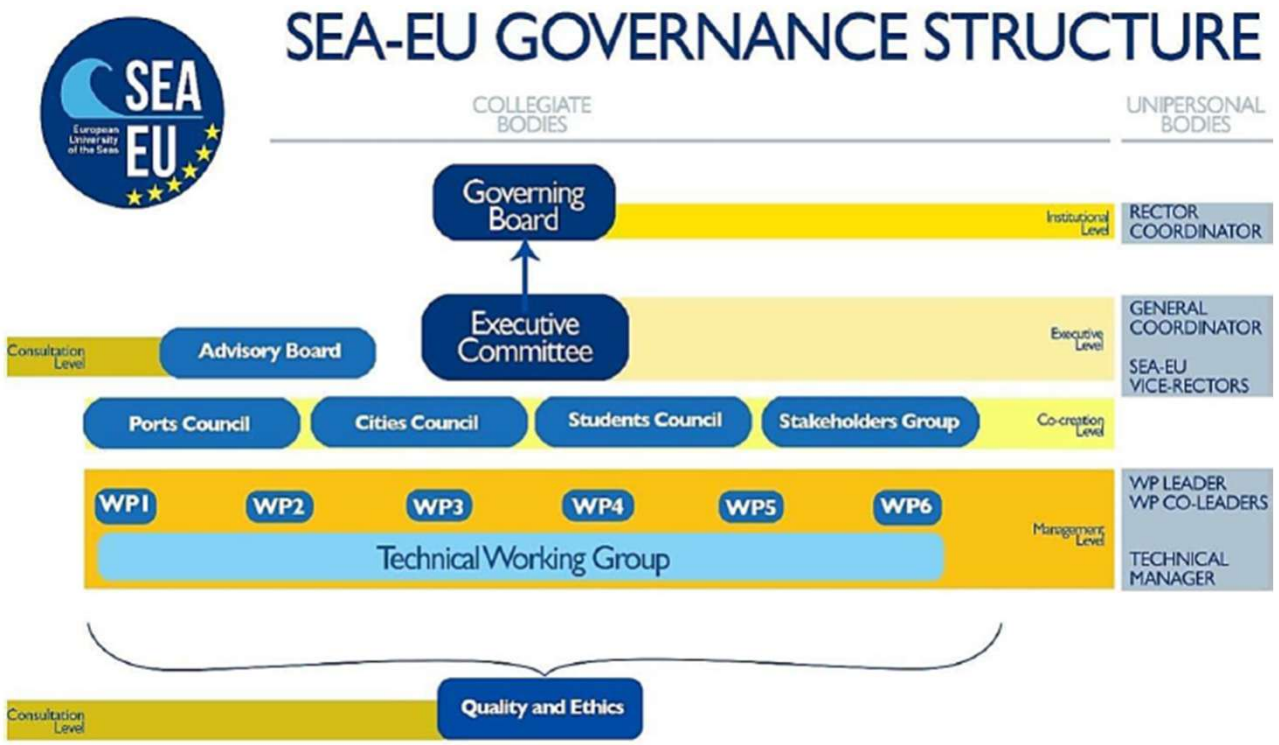
Governance structure

Main changes

- Removal of the subcommittees, replaced by Expert Groups in every Project task
- Inclusion of a new co-creation level with representatives from:
  - Students
  - Cities
  - Ports
  - Stakeholders



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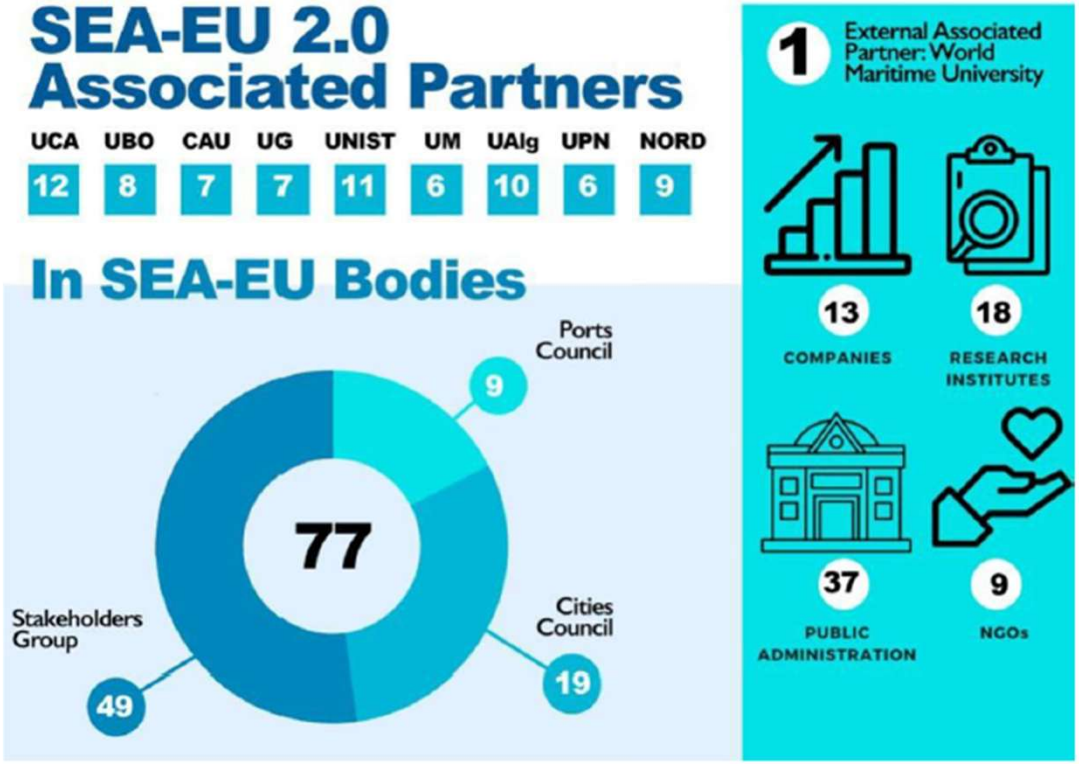
Governance structure: key role of associated partners and other stakeholders

SEA-EU joint programmes (to be launched in 2025/2026)

- Bachelor's degree in Sustainable Blue Economy.
- Master's degree in Sustainable Management of Organisations
- Master's degree in Ports Management and Logistics
- PhD in Marine and Maritime Science



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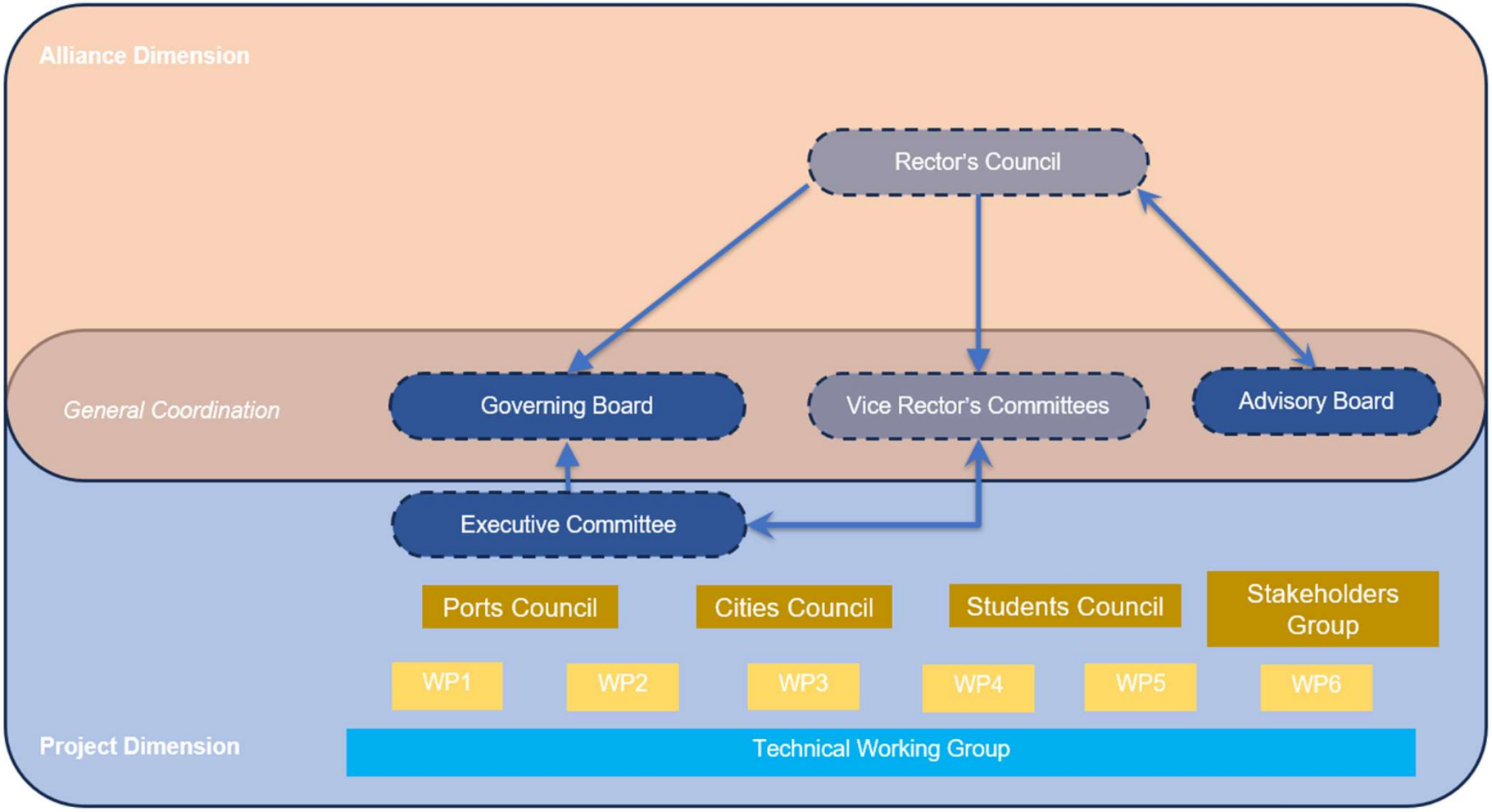
Re-thinking decision making: going from a project to a long-term Alliance

- Resources and time are spent on obligations of the DoA, not synonymous with consolidating the alliance in the long-term.
- European funding: how to ensure long-term success in case we run out of it?
- Agreements and commitments beyond the project between vice-rectors and rectors of partner universities are needed.

Re-thinking decision making: going from a project to a long-term Alliance



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Remaining challenges for a co-created European University

Engagement with stakeholders

Creating strong ties with city majors and port representatives remains a challenge (their role and direct advantages for their organisations are not always evident).

Use and acceptance of alliance resources

Central platforms (for opportunities, researcher and infrastructure database) have been set up, but are not fulfilling their potential. Challenges: User friendliness of data entry and search, duplication with institutional resources, lack of awareness.

Legal entity: what's the point, actually?

So far, SEA-EU has not constituted a legal entity. Although WP1 explicitly foresees a close study and consideration on this matter, questions remain as to the added value of an external legal entity: what does it offer that universities cannot do by themselves?

sea:EU
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the European Union

UNIC GOVERNANCE

FOREU Governance Subgroup

11/10/2024

Mathias Reckmann, UNIC Programme Manager,
University College Cork

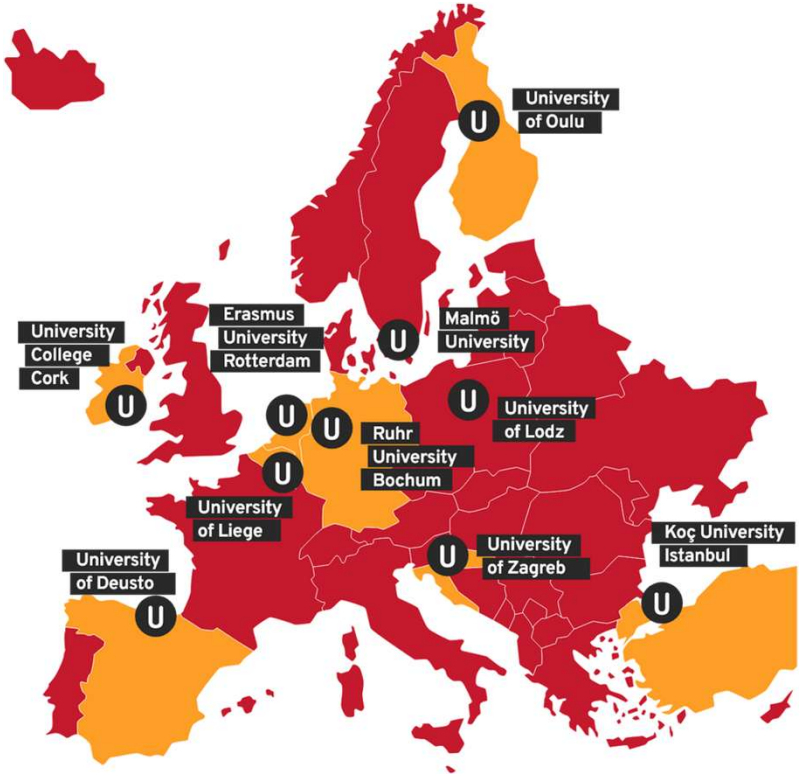
Co-funded by the Erasmus+ Programme of the European Union

What is UNIC?

UNIC is the **European University of Cities in Post-Industrial Transition**.

We are an alliance of ten universities based in post-industrial cities with a mission to **boost mobility and inclusion for societal impact.**

Together, we educate through **teaching, research and community engagement**, towards **inclusive societies**.



UNIC

What UNIC Offers

One European university connecting **10 unique universities** and their **vibrant post-industrial cities**

- Joint degrees
- COIL (Virtual Exchange)
- Open Online Courses
- CityLabs
- Engaged Research
- Staff training
- Communities of Practice

UNIC

UNIC Initiatives

CENTRE FOR CITY FUTURES

"One-stop-shop" for universities to engage with cities + communities for **transformative innovation**

UNIC HYBRID CAMPUS

State-of-the-art **Blended Intensive Programs**, virtual and physical mobility, and **joint degrees**

CENTRE FOR TEACHING AND LEARNING

Innovating in **intercultural teaching**, challenge-based learning, and **sustainability education**

UNIC

UNIC MATRIX

WP1
Creating a Truly European, Systemic and Self-sustaining Structure for the Governance of UNIC (EUR)

- Joint Vision UNIC 2040
- UNIC Conferences
- UNIC Governance structure
- UNIC Project Management Plans
- UNIC Monitoring and Evaluation Reports

WP2
Fostering Innovative Approaches to Teaching and Mobility (RUB, DEUSTO)

- Innovative Teaching and Mobility
- UNIC Teaching and Learning Centre
- Educational Innovation
- My UNIC Experience – Students' Exchange in UNIC

WP3
Engaging with Cities, Communities and Stakeholders (UOULU, UCC, MaU)

- UNIC Centre for City Futures: Structures
- UNIC Centre for City Futures: Operations
- UNIC Centre for City Futures: Strategic Policy Framework
- UNIC Centre for City Futures: Open Discovery Process (ODP)
- UNIC Centre for City Futures: Policy

WP4
Enhancing Cooperation Capacity between UNIC partners (UniZg, UniLodz)

- UNIC Capacity Building Centre
- UNIC Hybrid Campus
- UNIC Superdiversity Community
- UNIC Plurilingualism policy
- UNIC Policies in Practice

WP6
Promotion, Communication and Dissemination (EUR)

- UNIC Promotion, Communication and Dissemination Plan
- Communication and Dissemination Infrastructure
- Communication and Dissemination Materials

WP5 Building Communities of Researchers and Educators around Post-Industrial Transitions (KU, ULiège)

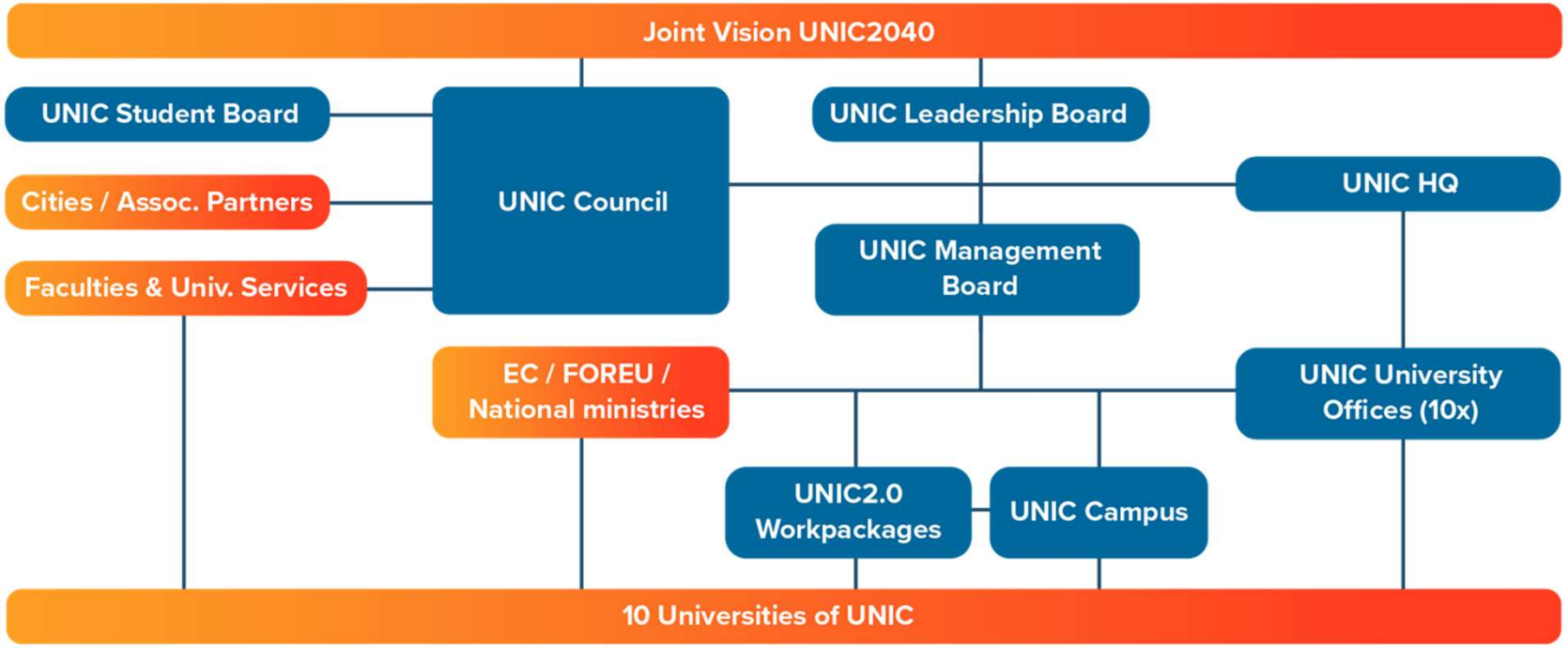
THEMATIC LINES:

Superdiversity (KU/ULiège)
Sustainability and Green Cities (MaU/UCC)
Urban Resilience and Smart Cities (UOULU/ULiège)
Justice, Security and Institutions (UniLodz/UniZg)
Entrepreneurial Learning for Innovation (RUB/EUR)
Health and Wellbeing (DEUSTO/KU)
Arts, Culture and Creativity (EUR/UCC)

- UNIC Thematic Line Communities
- UNIC Roundtables and Conferences
- UNIC Identity Building Tools

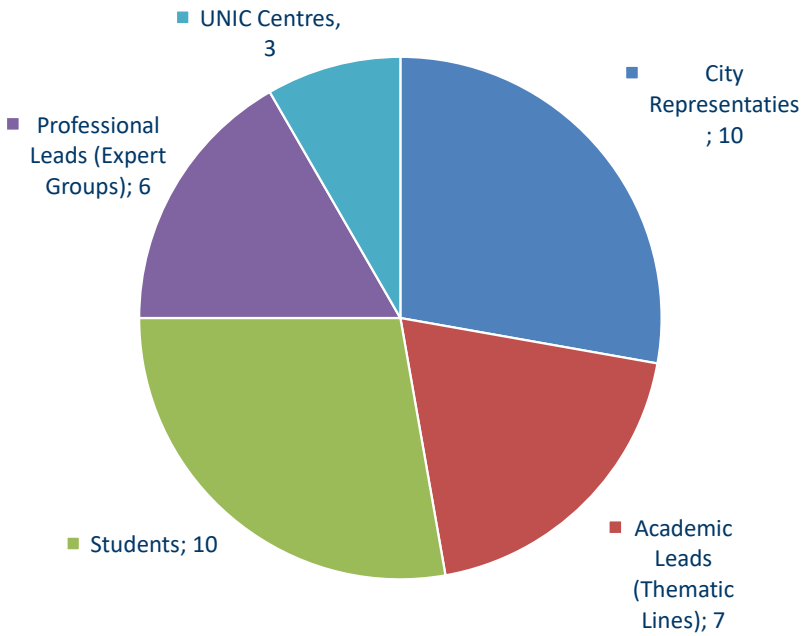
UNIC

Governance



UNIC

UNIC Council



The UNIC Council is an assembly for consultation, advice, and discussion and thus ensures co-creation of UNIC at a strategic level with internal (intra-university) as well as external stakeholders.

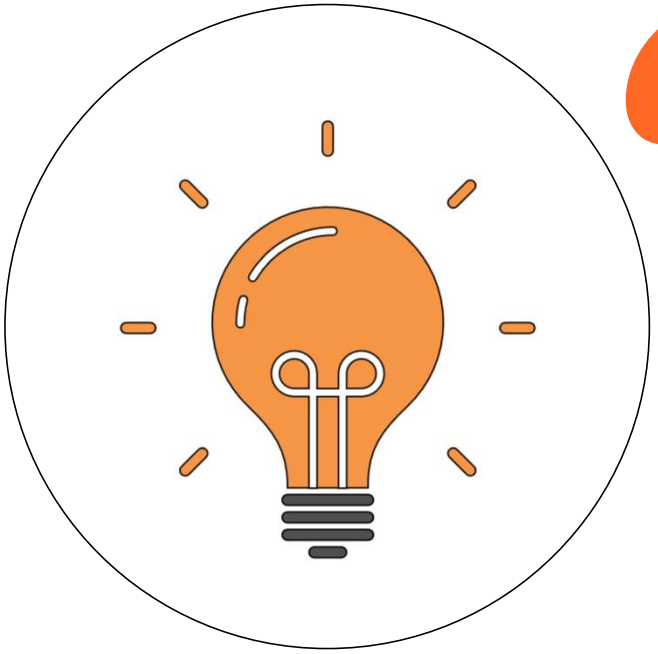
UNIC Partnership Agreement

RACI Model

	Leadership board	Management Board	UNIC Council	Student Board	Campus and Work Packages	University Offices	HQ
UNIC strategy and joint vision 2024	A	R	C	C	C	C	I
Consortium Membership	A	R	I	C	I	I	I
UNIC Governance Structures	A	R	I	C	C	I	I
Budgeting and finance decisions relating to external funds or assigned budgets	I	A				R (local implementation)	R (UNIC-wide implementation)
Budgeting and finances in relation to monetary contributions of partners	A	C				I	R
Liaising with funding bodies on existing grants		A				I	R
Annual reports	A	R	C	C	C	C	C
Other reporting requirements to external and internal stakeholders		A	I	I	R (WP specific)	C	R (general)
Preparing new joint applications to funding bodies	I	A	C	C	R (WP specific)	I	R (general)
Deliverables	I	A	I	C	R	I	I
Performance Monitoring; KPIs	I	A	I	I	R (WP specific)	C	R (general)
Development of new educational offerings (programmes, micro-credentials, ...)	I	A	C	C	R	C	I
Joint policy development	A	C	C	C	R	C	I
Record keeping and documentation		A			R (WP specific)	R (local)	R (general)
Data Management		A			R (specific activities)	R (local data management)	R (data management plans and procedures)
Communications, Marketing, Promotion		A		C	C	R (local)	R (general)
Use of UNIC Brand and Logos		A			R	I	I
Quality assurance of joint educational offers and student feedback	I	A		C	C	I	R
Student mobility support		A		C	C	R	I

UNIC

Lessons Learned



Legal entity? – for a purpose
Local strategies foster local commitment
UNIC Council – Co-creation requires purpose, effort, expertise
Clear decision-making between and within governance boards

Considerations

Centralised vs devolved model
Alliance-wide vs activity-based agreements

UNIC

Stay in Touch

UNIC (European University of Cities in Post-Industrial Transition)

@unic_eu

European University of Post-Industrial Cities

@unic_eu

Mathias.Reckmann@ucc.ie

newsletter sign-up

UCC
University College Cork, Ireland
Coláiste na hOllscoile Corcaigh

UNIC

UNIgreen Governance Structures

Co-funded by
the European Union

UNIVERSIDAD DE ALMERÍA

UNIgreen
The green European University

PROJECT CODE: 101089386

UNIgreen Governance Structures

FOR-EU Subgroup Governance and Legal Entity
8th March 2024
Tomás Lorenzana. UNIgreen General Coordinator

PROJECT CODE: 101089386
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2. UNIgreen Governance and Joint Structures (I)
3. UNIgreen Work Packages
4. UNIgreen Governance and Joint Structures (II)
5. Questions and answers

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FULL PARTNERS

The UNIgreen Alliance

- University of Almería. *Spain (Coordinator)*
- Agricultural University of Iceland. *Iceland*
- Agricultural University of Plovdiv. *Bulgaria*
- Haute Ecole de la Province de Liège. *Belgium*
- Polytechnic University of Coimbra. *Portugal*
- Paris Sup'Biotech Engineering School of Biotechnology. *France*
- Università degli Studi di Modena e Reggio Emilia. *Italy*
- Warsaw University of Life Sciences. *Poland*

57 Associated Partners / 82.150 Students

7.750 Staff / 75 Faculties / 84 Research Centres

"Combining our strengths will act as a transformative force across our institutions"

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LIST OF ABBREVIATIONS AND BODIES

GA: General Assembly (8 members; Rectors / Presidents)

BoD: Board of Directors (16 members; Vice-rectors / Project Managers)

JIC: Joint International Centre (10 Units, at least 2 people per Unit)

PdC: Pedagogical Council (12 members)

ScC: Scientific Council (12 members)

AB: Advisory Board (16 members; students; stakeholders ...)

WP: Work Package (all institutions, coordinator and co-coordinator(s))

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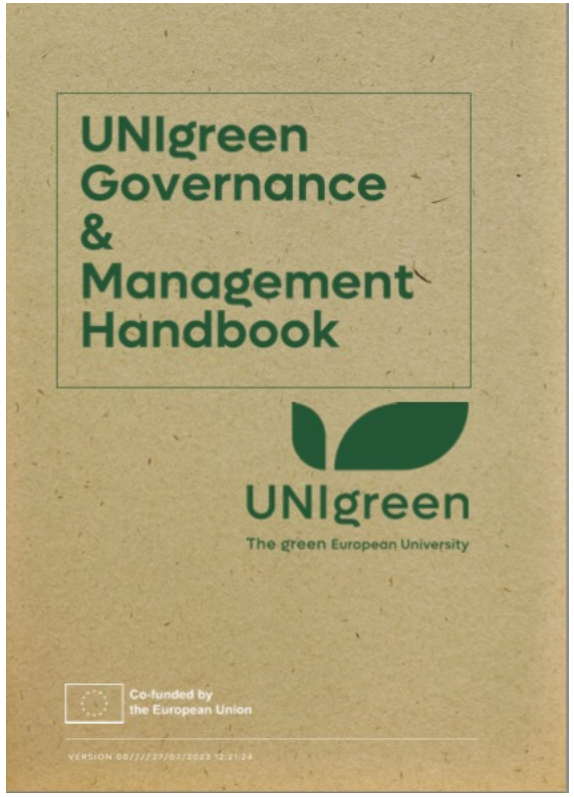
1. UNIgreen Governance and functioning

D1.12 Governance and Management Handbook: Defines the functioning and working methodologies within UNIgreen



Detailed info about:

- ✓ General procedures about meeting agendas and minutes
- ✓ Voting Rules
- ✓ Frequency of the meetings
- ✓ Templates for UNIgreen minutes meetings

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D1.12 Governance and Management Handbook

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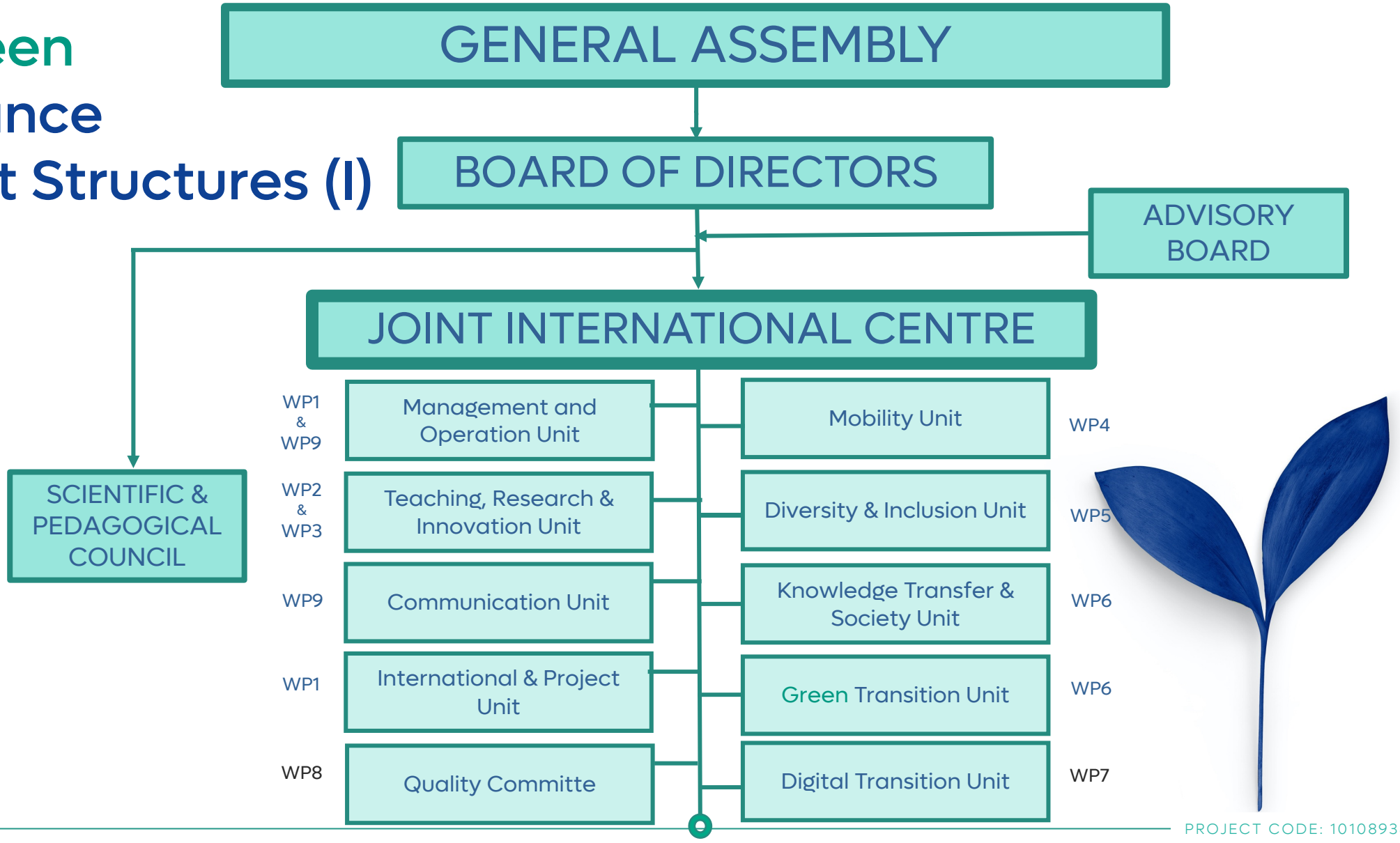
2. UNIgreen Governance and Joint Structures (I)



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3. UNIgreen Work Packages

WORK PACKAGES	UNITS	COORDINATOR	CO-COORDINATOR/S
WP1: Alliance Governance and Management	Management & Operations Office International & Project Unit	UAL	UNIMORE
WP2: Teaching and Learning	Teaching & Learning Unit	UNIMORE	AUP
WP3: Research, Developement and Innovation	Research & Innovation Unit	SGGW	UAL SUP'BIOTECH
WP4: Student and Staff Mobility	Mobility Unit	PUC	HEPL AUI
WP5: Diversity, Inclusiveness & Multiculturalism	Diversity & Inclusion Unit	HEPL	PUC
WP6: Knowledge Transfer, Society & Ecology	Knowledge Transfer & Society Unit Green Transition Unit	AUP	SGGW
WP7: Digitalisation & Virtual Campus	Digital Transition Unit	UAL	UNIMORE SGGW
WP8: Evaluation & Quality Assurance	Quality Committee	AUI	UAL
WP9: Dissemination, Exploitation & Sustainability	Communication Unit	SUP'BIOTECH	PUC

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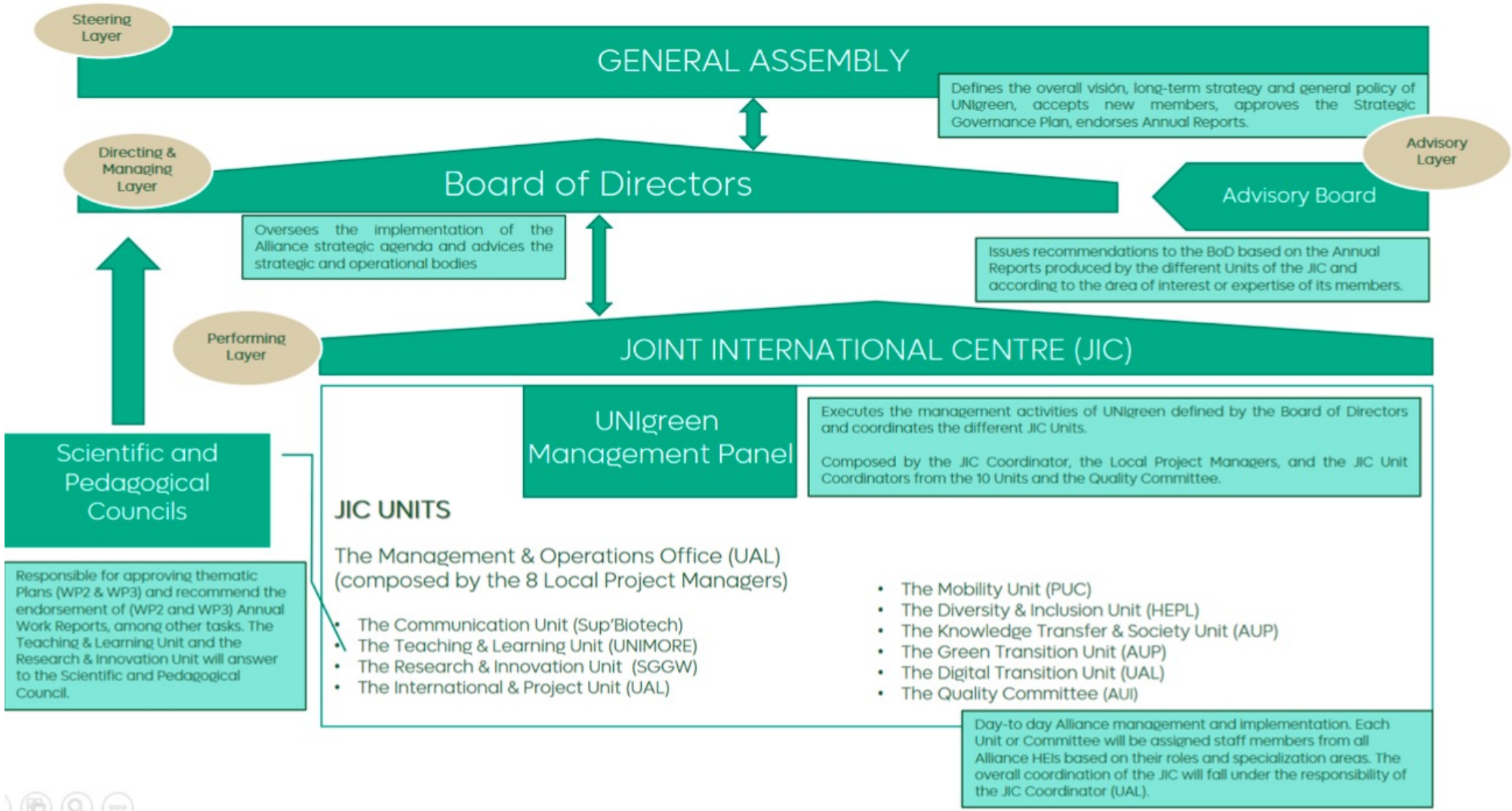
4. UNIgreen Governance and Joint Structures (II)



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5. QUESTIONS AND ANSWERS

- ✓ What is your Governance structure? (not only the Boards but the interrelation and decision making processes): Previous slide
- ✓ How does it integrates with the partners governance? Different ways
- ✓ What is working well and which are the challenges or improvement opportunities? People involvement
- ✓ What is your financial management: We try to do lot of things with few resources
- ✓ Does your "central" entity have a role in preparing decisions, assisting decision-making and building strategy, or is it purely an executive body? Yes it has a key role
- ✓ Are decisions generally taken unanimously, by (qualified) majority, other? Unanimously mainly
- ✓ How are they prepared in advance? By the General Coordinator
- ✓ Have members or will they modify their strategy in response to decisions taken at European university level? What is the balance between the strategy of the European University and that of individual members? Different in each institution (easier for the small ones)

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UNIgreen

The green European University

unigreen-alliance.eu

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UNIVERSIDAD DE ALMERÍA

Polytechnic University of Coimbra

LANDBÚNAÐARHÁSKÓLI ÍSLANDS

WARSAW UNIVERSITY OF LIFE SCIENCES

АГРАРЕН УНИВЕРСИТЕТ ПЛОВДИВ
AGRICULTURAL UNIVERSITY PLOVDIV

UNIMORE
UNIVERSITÀ DEGLI STUDI DI MODENA E REGGIO EMILIA

HEPL
Haute Ecole de la Province de Liège

Sup Biotech

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the European Union

UNITA Governance & Management

Mario Giacobini
WP1 Co-leader in UNITA
Vice-Rector for European Relations in UniTo

The Alliance

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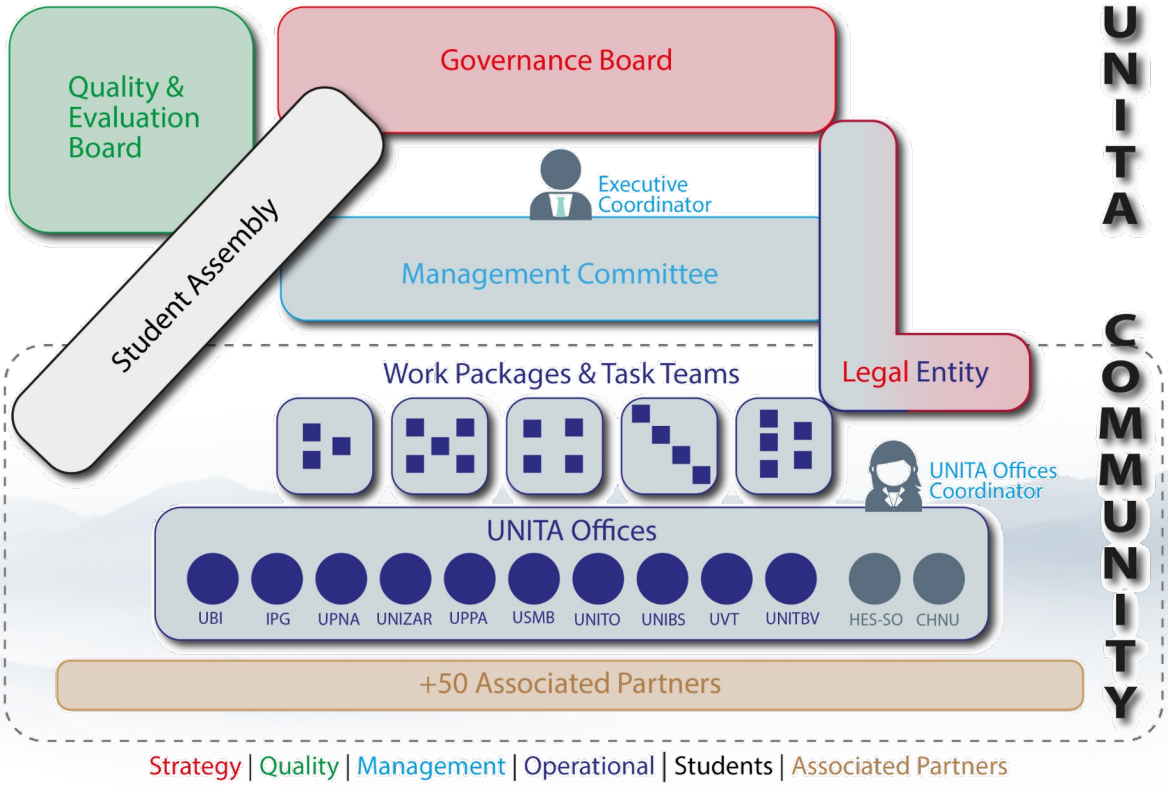
12 universities
7 countries
1 alliance

250.000 students
21.000 staff

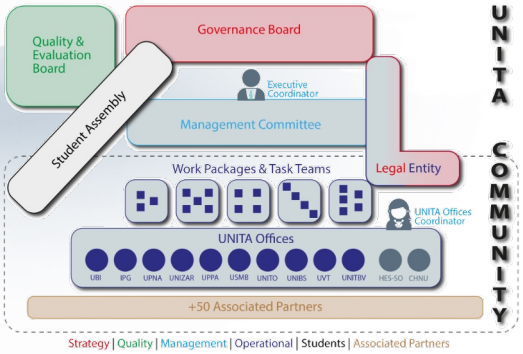
- cross-border, mountainous and rural areas
- romance language speakers
- common research themes

Governance & management



Governance

- the **Governance Board** is the final decision maker of the Alliance
  - ✓ Rectors/Presidents of all partners (Conseil Stratégique of the Legal entity UNITA-GEIE)
  - ✓ 2 representatives from the SA
  - ✓ 1 representative of the University Aps
  - ✓ President of the QEB
- The **Quality and Evaluation Board** monitors the reports and policies and provides suggestions and feedbacks to the GB
  - ✓ 1 representative of the AP ACPUA
  - ✓ 5 representatives of National QA Agencies
  - ✓ 6 QA experts from the partners
  - ✓ 2 representatives of the SA
- The **Student Assembly** is self-ruled by the students' community
  - ✓ also nominates 2 representative per Task Team



WP1: linking governance & management

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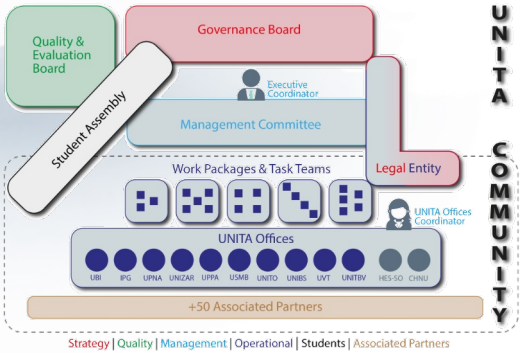
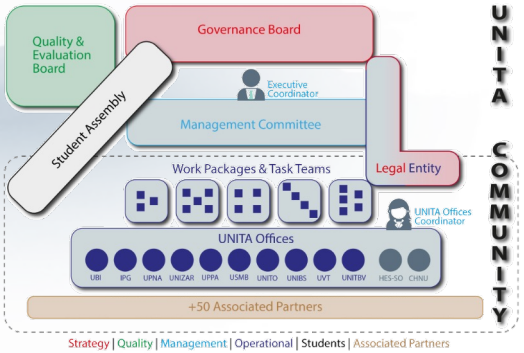
- **Task 1.1 Improve and transform the governance of UNITA**
  - ✓ overlaps with the Conseil de Proposition et Pilotage of the Legal entity UNITA-GEIE
  - ✓ the think tank for the medium- and long-term vision of the Alliance
  - ✓ develop a model for an institutionalised European university envisioning long-term visions and strategies both for effective and inclusive governance at partner and alliance level, and per policy domain (together with Task Teams)
- **Task 1.2 Manage and coordinate UNITA**
  - ✓ the Management Committee of UNITA
  - ✓ ensures the transition towards more agile and functional management and coordination of the alliance
- **Task 1.3 Quality assurance**
  - ✓ supports the Quality and Evaluation Board
  - ✓ monitors the QA of the project



WPs management

- **Tasks Teams**
  - ✓ at least 2 representatives per partner, 2 representatives of the SA, and the relevant Associated Partners
  - ✓ fully responsible of the actions, deliverables, and indicators of the Task

- **Work Packages (and Constellation Projects) Teams**
  - ✓ coached by 2 Vice Rectors/Presidents of TT1.2
  - ✓ composed by the 2 co-leaders of each TT
  - ✓ coordinate the actions of the TTs of the WP
  - ✓ WP Teams may create and coordinate Working Groups
  - ✓ meets at least 3 times per year inviting the relevant Vice Rectors/Presidents of each partner



Management Principles

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- **co-leadership principle**

the co-leadership of each WP/Task means that the two universities equally share the responsibilities of coordinating the WP/Task teams, reflecting the UNITA philosophy of collaborative culture and shared decision making

- **pooling of complementary skills**

one Teacher-Researcher and one Technical-Administrative, per task and per university, as ideal staffing

- **co-creating principle**

all members who participate at the WP level are equally involved in content generation and in an intentional relationship to achieve the objectives

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Obrigado pela sua atenção!

Grazie per l'attenzione!

Merci de votre attention!

Vă mulțumim pentru atenție!

Gracias por su atención!