CHARM-EU (CHALLENGE-DRIVEN, ACCESSIBLE, RESEARCH-BASED AND MOBILE EUROPEAN UNIVERSITY)

WP2 – CHARM-EU: GOVERNANCE TERMS OF REFERENCE

Project Acronym	**CHARM-EU**
Grant Agreement	101017229
Project Title	**CHARM-EU (Challenge-driven, Accessible, Research-Based and Mobile European University)**
Coordinator	University of Barcelona
Consortium	University of Barcelona
	Trinity College Dublin
	Utrecht University
	Eötvös Loránd University Budapest
	University of Montpellier
Website	https://www.charm-eu.eu

Title of the Document	**Governance Terms of Reference**
Work Package	WP2
Work Package Leader	Alexandre Vernhet & Naïg Ascouët (University of Montpellier)
Dissemination Level	Public (PU)
License	CC BY
Document Version	V22/12/22 (FINAL)
Submission Date	22/12/2022
Authors (Main Beneficiary)	University of Montpellier
Other Contributors	All Consortium Partners

TABLE OF CONTENT

List of Figures & Tables

EXECUTIVE SUMMARY: GOVERNANCE MODEL – TERMS OF REFERENCE

CHARM-EU is an alliance that was created in 2019 in response to the European University Initiative launched by the European Commission. Five universities (University of Barcelona, Trinity College Dublin, Utrecht University, Eötvös Loránd University Budapest and University of Montpellier) gathered to create a Challenge-driven, Accessible, Research-Based and Mobile European University. The purpose of this new European University is to become a world example of the best of the European education tradition, offering a plural, inclusive, flexible, student centred learning experience to citizens from the entire world. In other words, it is a test bed for innovation and a mean to improve our universities.

To ensure the cooperation between partner universities and the sustainability of the alliance, the Work Package dedicated to the governance and management designed a governance model.

The governance can be defined as "the manner in which power and authority is exercised in organisations in the allocation and management of resources". It relies on three main dimensions:

- Authority: who has a voice in making decisions?

- Decision-making: how are decisions made?

- Accountability: who is accountable?

This document presents and describes the governance model designed for the alliance CHARM-EU during the project phase. This model was designed without prejudice to further rearrangements depending on the number of members, or the nature of the proposed activities. It will be reviewed continuously to ensure its flexibility and consistence with the needs and activities of the alliance.

1. RATIONALE AND CONTEXT

The governance of CHARM-EU was created around the project and needs to evolve to be organised around the Alliance. In order to respond to the needs of CHARM-EU, the governance has to be flat, flexible, bottom-up and allow the innovators take the lead. It requires both a common structure and local ones in the member universities, and they need to be strongly connected and operational at home level. Apart from these main characteristics, CHARM-EU is a learning organisation as part of its test-bed mission and its vision and values and it will be implemented in the same project cycle as other CHARM-EU activities: design, implement, evaluate and improve.

The new governance model is based on the experience of the past three years in the project, what worked well, and adapted to the needs of the Alliance. The created model allows for innovation within the Alliance through the Knowledge Creating Teams (KCTs). The KCTs can make proposals and work closely with the CHARM-EU operational boards. The thematic support offices with full-time or part-time staff located in the different universities allow flexibility, and provide inter-institutional and intercultural diversity by adapting to specific needs and secure the visible representation of the Alliance in each member university and the continuous, comprehensive and equal representation of each member university in the joint operation of the Alliance.

The governance model and positions[1] were designed with the objective to respect the core values of CHARM-EU. The following criteria were carefully taken into consideration while building this model:

1.   Flexible, operative, ready to handle emergency situations (unforeseen circumstances, changes within the teaching staff or with the students, external events, etc.)

2.   Mainstreaming intercultural atmosphere (in the virtual sphere)

3.   Sustainability

4.   Incorporating good practices of partner institutions

This organisation ensures a multicultural, diverse and inclusive environment and embeddedness of the knowledge of the Alliance members. The model is based on four main bodies:

---

[1] Positions within CHARM-EU governance model can be full time or part-time but CHARM partners may also decide to fullfill a job with job sharing or to have more then one position fulfilled by the same employee.

- The Strategic Board, as the highest board of CHARM-EU, takes the strategic and financial decisions based on consensus, which enables the common strategy to be consistent with the members' individual institutional strategies.
- The Executive Board takes the day-to-day management decisions for the effective decision-making, implementation and follow-up of CHARM-EU activities.
- The Academic Council, already existing, will act as advisory for the education and research decisions as well as for upholding the connection with the KCTs, and in charge of the day-to-day academic follow-up of the programmes and R&I projects, with clear division of roles between the Executive Board and the Academic Council. Thus, it also occupies a central place in the governance.
- The Student Council enables the governance to be student-focused. The Student Council will receive the agendas of the meetings for the Academic Council and Executive Board.

All the boards take decisions based on a consensus, when there is no agreement, the issue is escalated to the higher board. Cases that don't follow these rules will be detailed in the description of the specific board.

The implementation has started in the fall of 2022 and continues with the project CHARM-EIGHT starting in January 2023. There will be a governance review every year through a report, which will be used to continuously improve the governance model and adapt it to the needs of the alliance.

Steps of implementation:

- Step 1: detail the missions, roles, composition and chairs, decision-making and procedures of each board and staff member, as well as the terms of reference of full-time CHARM-EU staff members.[2]
- Step 2: development and validation of the funding of this model.
- Step 3: development of the local CHARM-EU structures: Rectors, Vice-rectors, Directors and Managers.
- Step 4: constitution of the boards and recruitment of the required staff.
- Step 5: pilot test of the structure processes.
- Step 6: adjustment as needed according to the pilot test.
- Step 7: consolidation of the new governance model (up and running).

---

[2] The current Terms of Reference document needs further detailed description on several topics. It is the first task of the executive board directors, managers and councils to provide already existing information and make descriptions when they do not yet exist.

- Step 8. Systematic evaluation and improvement of governance model.

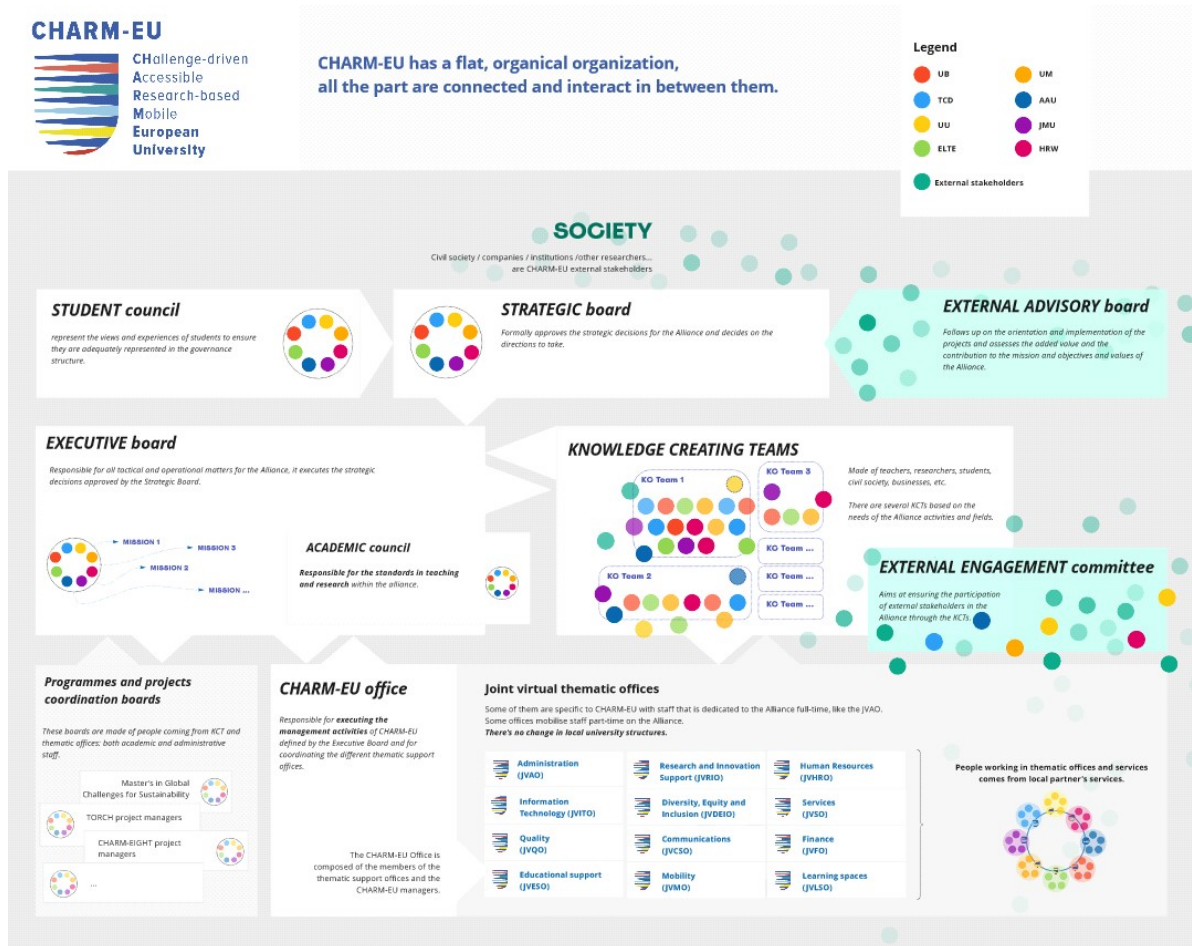## Structure: Organigramme and flow of information

Figure 1 CHARM-EU Organisation chart
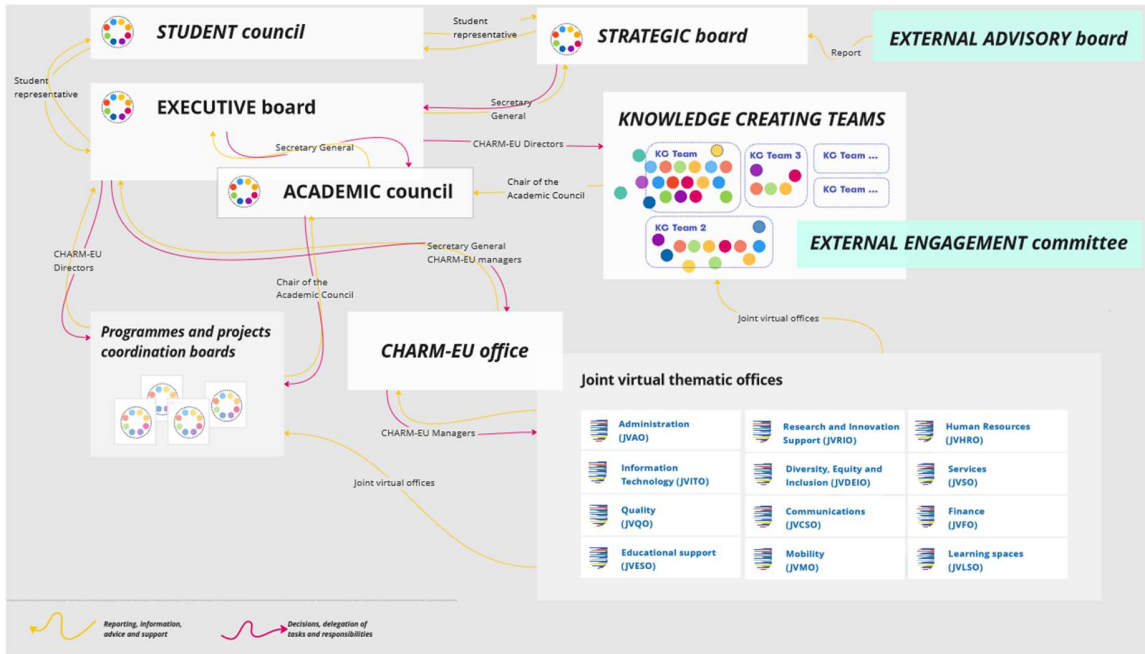
Figure 2 CHARM-EU Flow of information

2. BOARDS AND COUNCILS

Strategic Board

Role

The Strategic Board formally approves the strategic decisions for the Alliance and decides on the directions to take.

Scope of decision:

- General strategy

- Integration and inclusion of a new member

- Exclusion of an existing member

- New programmes and projects

- Finance and budgets

- Internal conflicts resolution (not resolved at the lower levels)

Composition

The Strategic Board includes:

- Ex-officio members: Rectors[3] of the member universities, one student representative, the chair of the Student Council. The Rector can be assisted by one Vice-Rector (with no additional voting right), and only in very rare occasions be represented by the Vice-rector.

- No voting members: Alliance Secretary General, Chair of the Executive Board.

Chair

One of the Rectors chairs the Strategic Board. The chair rotates every 6 months.

---

[3] Rectors will be used indisctictly for Rectors and Presidents. The same for Vice-Rectors. Will be used indisctictly for Vice-Rectors and Vice-Presidents

There is a determined order for the chairs, the one that is next in line is Deputy Chair. 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. The rotation will be decided in the first meeting and will start 1st of January 2023.

Decision-making

Ex-officio members take the decisions by consensus and if needed, by qualified majority. They have a right of veto on key issues regarding finance and budgets in case they don't have the approval from their institution. In case of disagreement, there is a mediation procedure, that will be defined during the first year.

Frequency of meetings, agenda and minutes

The Strategic Board meets at least twice a year. The Chair will be in charge to prepare the agenda. The Alliance Secretary General will act as secretary.

The Strategic Board will be assisted by the Vice-Rectors at least for the first year. The Vice-Rectors will meet at least one month before the Strategic Board to discuss the agenda of the meeting of the Strategic Board proposed by the Executive Board. The meetings will be chaired by the Vice-Rector of the Strategic Board chairing institution. The meetings will be attended by one Vice-Rector of each institution, the Chair of the Executive Board and the Secretary General.

Executive Board

Role

The Executive Board is responsible for all tactical and operational matters for the Alliance, it executes the strategic decisions approved by the Strategic Board. The board is responsible for the implementation of the different actions by the thematic support offices and the management of the projects. The Executive Board will have clearly defined mandates from the Strategic Board and has the final responsibility for the integral execution of CHARM-EU with all the projects and programs that are in it.

Scope of responsibilities:

- Design and execution of annual work plans and schedules, programmes and projects and make adjustments when needed.

- Execution of the CHARM-EU budget by each CHARM-EU Director in the member universities

- Follow-up of the results of the past period and deliver an overview of the execution plan and schedule for the upcoming period of six months

- Analysis of new projects and initiatives before submitting them for formal approval of the Strategic Board, unless they received mandates from the strategic board.

- Composing the agenda for the Strategic Board meeting in consultation with the Chair of the Strategic Board and the Alliance General Manager

Composition

The Executive Board is constituted by the CHARM-EU Directors one per member institution, and the Alliance Secretary General. The Chair of the Board establishes and circulates the agenda of the meetings and invites students, KCT members, support staff or project representatives when needed. The secretary will rotate between the members with the Chair. The CHARM-EU Managers attend the meetings but do not have a voting right.

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.

Chair

One of the CHARM-EU Directors chairs the Executive Board. The chair rotates every 6 months.

There is a determined order for the Chairs, the one that is next in line is Vice-Chair. 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. The rotation will be decided in the first meeting of the Executive Board once the chair of the Strategic Board is known.

The Chair circulates the information and the tasks to complete to the relevant boards and units (e.g. project management teams, support thematic office).

Decision-making

The decisions are taken by consensus. The Strategic Board will be responsible to find an agreement in the event that the Executive Board does not reach consensus.

Frequency of meetings, agenda and minutes

It is recommended that they meet every other week, or more frequently if needed. The agenda will be prepared by the Chair and the managers will rotate producing the minutes.

Student Council

Role

The Student Council's main objective is to represent the views and experiences of students to ensure they are adequately represented in the governance structure. They will discuss and provide feedback on decisions and activities of the alliance in order to inform the Executive Board on more daily matters (tactical and operational), and more specifically on questions related to student well-being and student life in general. They will prepare a report (report on activities, ideas, requests, proposals...) for every Strategic Board meeting. They report to the Executive Board every other month.

Composition

The Student Council comprises one student from each member university, elected by the student representatives from their home university and one student per partner University participating in the CHARM-EU programmes, and one alumni. The students are appointed for a maximum of two academic years.

Chair

The Council elects their Chair and a Deputy Chair. The chair will rotate every 6-month period.

Decision-making

They take decisions by consensus and when needed by two-third qualified majority.

Frequency of meetings, agenda and minutes

They meet at least every other month. The Chair prepares the agenda. The members rotate to write the minutes.

Academic Council

The composition, position and role of the Academic Council will depend on CHARM-EU activities and programs (Doctorate, micro-credentials, research, etc.).

Role

The Academic Council is responsible for the standards in teaching and research within the alliance. The Academic Council oversees the academic matters and quality follow-up of all joint and common educational and research activities. The council advises the Executive Board about the relevance of the new proposals. It provides links with the KCTs as appropriate.

Composition

The composition of the Academic Council will seek balanced inclusive representation from partner institutions, and will have a diverse composition based on expertise. The Academic Council members are proposed by the Executive Board and approved by the Strategic Board.

The council comprises the following ex-officio members:

- The CHARM-EU Academic Director (Chair)

- The local Academic Directors, except the one represented by the Academic Director. One will be vice-chair.

- One student

- Head of the JVAO

The Academic Council will be consulted and advised by an:

- Expert in mobility

- Expert in inclusivity

- Expert in quality

- Expert in assessment

-   Expert in Research, Ethics and Integrity

The Academic Council will have clearly defined mandates from the Executive Board. The Academic Council may advise on decisions to be made by the Executive Board involving employment of personnel, investments, spending, external collaborations and, any budgeting affairs and related resourcing issues, need to be approved by the Executive Board.

Chair

The Academic Council is chaired by the CHARM-EU Academic Director, the chair will rotate every two academic years and there will be a vice-chair, the next in rotation. The rotation will be agreed in the first meeting after the Strategic Board and Executive Board rotation is decided.

Decision-making

The agreements will be taken by consensus of the ex-officio members. If there is no agreement, it will be submitted to the Executive Board.

Frequency of meetings, agenda and minutes

The Academic Council meets once a month, and if needed more frequently. They meet shortly before the Executive Board. The Chair prepares the agenda and a member of the JVAO prepares the minutes.

Knowledge Creating Teams

The governance and management of the Knowledge Creating Teams (KCTs) will be developed and detailed as the alliance grows. Their organisation such as their chair, how they interact between themselves, how many there are and which fields they cover and how often they meet will be determined in the future.

Role

There are several KCTs based on the needs of the Alliance activities and fields. The KCTs identify and alert on new challenges, new research and education topics and then propose initiatives/activities to the Academic Council. They have a key role in the development and implementation of CHARM-EU activities. For example, creation of new educational programmes, transdisciplinary common research activities or new projects. The KCTs are the ones developing and implementing activities, as they did with the Master.

Composition

The KCTs are composed of

- Academics (including educationalists and researchers)

- Representatives from Business

- Representatives from Civil Society

- Students

Decision-making

KCT members can propose new things by adding them to the agenda of a meeting or contacting the Academic Council to schedule a prospective meeting between the Academic Council and a representative of the KCTs. The Academic Council, after analyzation of the relevance and alignment with the CHARM-EU Strategy will give green light for preparing the proposal. Once completed, the Academic Council will transfer the proposal to the Executive Board. They will make decisions about the resources and the organisation, submit the proposal for formal approval, unless they are mandated.

External Engagement Committee

This Committee aims at ensuring the participation of external stakeholders in the Alliance through the KCTs. This might evolve in the future connected to the work plan of CHARM-EIGHT (WP13, 14 and 15).

Role

The External Engagement Committee is proposed by the KCTs, and informed by the Executive Board to the Strategic Board for approval. They reflect the engagement of the different types of stakeholders, they submit proposed strategies, they identify stakeholders and secure their commitment.

The External Engagement Committee is the body that helps to define and implement a crosscutting strategy for the engagement and participation of external stakeholders across the educational and research components of CHARM-EU. External stakeholders are organisations or institutions that are not eligible to become full partner in the CHARM-EU alliance. They may be extra-academic actors (civil society organisations, companies, (inter-)governmental agencies, grassroot organisations, NGOs, social movements, etc.), research institutes or higher education institutes outside Europe.

The composition will emerge and be implemented following the execution of the CHARM EIGHT proposal for the next four years.

Composition

The Committee includes members of the CHARM-EU academic staff as well as experts related to curricula, teaching and learning strategies, research & innovation and communication and dissemination), representatives of JVAOs, as well as a student representative and alumni. Although members in the Committee are self-designated and participation is voluntary, the Committee will ensure its membership is balanced across institutions and gender.

Chair

The Committee will elect its own chair (rotating chair).

Decision-making

They take decisions by consensus and when needed by qualified majority.

Frequency of meetings

They hold meetings every quarter.

External Advisory Council

Role

The External Advisory Council follows up on the orientation and implementation of the projects and assesses the added value and the contribution to the mission and objectives and values of the Alliance. Its members are external to CHARM-EU partner universities, provide an external perspective, serve as an external independent source of advice and challenge and act as external neutral rapporteur, and gather once a year to advise the Strategic Board on their strategy. The meetings will be chaired by the Alliance Secretary General and the chair of the Executive Board will attend. The results are reported to the Strategic Board.

Composition

The External Advisory Council gathers stakeholders from the Society. All the members are external to the Alliance and the profiles can be:

- 1 student (from one of the European Student Associations)

- 1 member of the Bologna group/expert in the European Higher Education

- 1 member related to Research and Innovation

- 1 member of a Quality Agency

- 1 member from the Ministries

- 2-3 companies/employers

- 1 representative of an NGO

- 1 inclusion expert

- 1 Technology enhanced education expert

- The chair of the Executive Board

Appointment procedure: The Executive Board proposes potential members, after consultation with the External Engagement Committee if needed, to be approved by the Strategic Board.

The Alliance Secretary General assists the Chair of the Executive Council to provide the External Advisory Council:

- Periodical global updates on the alliance activity

- Agenda, minutes, and documentation for the meetings

- Transferring feedback of the External Advisory Council to the corresponding CHARM governance bodies

- Informs or shows the result or effect of the previous advise of the External Advisory Council

Decision-making

It has no decision power, it only advises the Strategic Board and assesses the outcomes of the Alliance.

Frequency of meetings

They meet one month before the annual report on the strategic planning.

CHARM-EU Office

Role

The CHARM-EU Office is responsible for executing the management activities of CHARM-EU defined by the Executive Board and for coordinating the different thematic support offices.

Composition

The CHARM-EU Office is composed by the CHARM-EU managers and the heads of the support units. The CHARM-EU Managers will share the responsibilities of the office for the thematic support offices, in a similar way as the Directors in the Executive Board. The areas of responsibility can mirror the ones in the Board.

Chair

In analogy to the Executive Board, Managers rotate as chair with the Alliance Secretary General as permanent co-chair reporting to the chair of the Executive Board. The chair rotates every 6 months, the same rotation as the Directors.

Frequency of meetings

They hold regular meetings to ensure the day-to-day working of the Alliance.

The CHARM-EU office meets online monthly.

Joint Virtual Thematic Support Offices

There are thematic support offices to complete the operational work of the Alliance. Some of them are specific to CHARM-EU with a staff that is dedicated to the Alliance full-time, like the JVAO. Some offices mobilise staff part-time for the Alliance. The staff from the Thematic Support Offices will be involved in CHARM-EU activities, such as the participation in projects through work packages.

The different thematic Support Offices are the following:

Administration

The Joint Virtual Administrative Office (JVAO) is responsible to handle the main administrative, organisational and financial processes of the alliance, and in particular the educational programmes handled by CHARM-EU. Specifically in the first year, one of the major activities is the management of the Joint Master's Programme Global Challenges for Sustainability. The role of the JVAO is operational.

The JVAO is formed by at least one officer per partner institution (depending on the evolution of the activities). Together they form a common office. Each Officer is responsible for coordinating one of the main responsibility of the JVAO, for instance registration, education, mobility, boards, services, etc. Even though each of these main tasks is the responsibility of a different university, all officers will work on all tasks hand-in-hand, as a unique and united office. The appointment procedure is specific to each partner.

The Joint Virtual Administrative Office will meet virtually weekly and have regular exchanges in order to ensure the delivery of all tasks and smooth communication within its members.

The role of each officer is twofold:

1. Ensure that the tasks that they coordinate are planned assigning tasks among the other offices, the process is in place and ensuring the implementation

2. Be the contact point for each university, ensuring that information is shared with their university administration and delegate tasks to their university offices if needed in collaboration with the Manager. In particular, they are the main contact point for the students and the teaching staff to assist them for any of their needs (services, assistance, logistics, etc.). If needed, they redirect them towards the appropriate service inside the university (medical support, sport facilities, student counselling, etc.), or bring the issue to the Manager or other Officers in case that other universities are affected.

Each officer must be fluent in English as well as in the local language(s) of the university, in order to communicate effectively with other officers and their administration. They should be knowledgeable in the field they coordinate, must be skilled in project management, team work and have basic knowledge of the functioning of a university and higher education programmes. They should have good knowledge of the functioning of their own university and work in close communication with the managers to identify and communicate with relevant people.

The JVAO works in strong collaboration with the Academic Council, the academic staff and coordinators of the different educational programmes. Its role is to assist them, but it will also ask their collaboration when needed for certain tasks. The JVAO also works closely with their university

administration to deliver the best studying conditions. They manage the student and staff support of programmes at CHARM-EU level and at the local level.

Information Technology

The role of the JVITO is to provide IT services to the citizens of CHARM-EU in all fields of operation such as governance and administration (finance, HR, etc.), education (hybrid solutions and technology for enhanced learning, learning analytics), research (data collection, storage and sharing) and communication and cooperation between academic staff members.

Quality

The role of the Joint Virtual Quality Office (JVQO) is to handle all the matters linked to quality such as the accreditation of joint programmes, the development of quality policies and procedures and to ensure their respect, to develop quality improvement and enhancement plans based on outcomes of internal quality assurance.

Educational Support

The Joint Virtual Educational Support Office (JVESO) unit is composed of educationalists.

Research and Innovation Support

The Joint Virtual Research and Innovation Support Office (JVRIO) will be defined during 2023 as part of the pilots and action plans of the Research & Innovation dimension (TORCH).

Diversity, Equity and Inclusion

The role of the Diversity, Equity and Inclusion Office (DEI) is to have inclusion profoundly and systematically interwoven into the core strategic governance and management model supports CHARM-EU's reputation as an innovative and pioneering university model and a role model for social inclusion in the framework of diverse and complex societies.

CHARM-EU Diversity, Equity and Inclusion (DEI) Office is responsible for:

- safeguarding CHARM-EU's statutory obligations,
- supporting CHARM-EU to meet their equality, inclusion and non-discrimination obligations,
- co-create with and support relevant teams and organisational units in implementing our core values that demonstrate CHARM-EU's concrete commitments.

Communications

The Joint Virtual Communications Office (JVCO) office is responsible for both the internal and external communication of the Alliance. It aims at promoting the activities of CHARM-EU and to broadcast the information. To do so, they use different channels such as newsletters, CHARM-EU website, social networks, press and events.

Mobility

The role of the Joint Virtual Mobility Office (JVMO) is to manage and develop mobility procedures, staff mobility (teaching/professional development), transnational online learning, student mobility (studies, traineeship, blended mobility), mobility for Doctoral candidates and mobility components linked to micro-credentials.

Human Resources

The role of Joint Virtual Human Resources Office (JVHRO) unit is to recruit new employees, process payrolls, update policies, maintain records, provide career growth, offer training and support and support health and wellness.

Services

The role of the Joint Virtual Services Office (JVSO) unit is to manage admissions, registrations, orientation, accommodation and housing, counselling, career support and alumni services. They provide students and staff with the necessary information regarding languages, sports en socio-cultural activities.

Finance

The role of the Joint Virtual Finance Office (JVFO) is to manage the money allocated to each institution, to manage common and shared resources.

Main boards' description

	Strategic Board	Student Council	Executive Board	Academic Council	CHARM-EU Office
Role	Formally approve strategic decisions and decide on the directions to take	Represent the views and experiences of students, ensure their representation in the governance, discuss and provide feedback on decisions and activities of the alliance, prepare a report for Strategic Board meetings	Responsible for all tactical and operational matters, execute the strategic decisions, responsible for the implementation of the different actions by the thematic support offices and the management of the projects	Responsible for the standards in teaching and research within the alliance, oversee the academic matters and quality follow-up of all joint and common education and research activities, adise the Executive Board about the relevance of the new proposals, provide links with the KCTs	Responsible for executing the management activities of CHARM-EU defined by the Executive Board and for coordinating the different thematic support offices
Composition	Ex-officio members: - Rectors of the member universities - in rare occasions they can be represented by the Vice-rector No voting members: - Alliance Secretary General - Chair of the Executive Board	- One student from each member university elected by the student representatives from their home university - One student per member University participating in the CHARM-EU programmes - One alumni Students are appointed for a maximum of 2 academic years	- One CHARM-EU Director per member institution - Alliance Secretary General CHARM-EU Managers attend the meetings Can be invited when needed: students, KCT members, support staff or project representatives	- CHARM-EU Academic Director - Local Academic Directors (except the one represented by the CHARM-EU Academic Director) - One student - Chief of the JVAO	- CHARM-EU Managers - Heads of thematic support offices
Chair	One of the Rectors Rotation every 6 months	Chair elected by the Student Council Rotation every 6 months	One of the CHARM-EU Directors Rotation every 6 months	CHARM-EU Academic Director Rotation every 2 academic years	One of the CHARM-EU Managers Rotation every 6 months
Decision-making	Consensus Qualified majority if needed with a right of veto on finance and budgets	Consensus Two-third qualified majority if needed	Consensus Strategic Board is responsible to find an agreement if the Executive Board doesn't reach consensus	Consensus If needed, the matter will be taken to the Executive Board	
Frequency of meetings	Twice a year	Every two months	Twice a month	Once a month	Once a month

Figure 3 Terms of Reference Table

3. STAFF IN THE MEMBER UNIVERSITIES

The partner universities organize their own internal CHARM-EU Governance with their CHARM-EU Director, their CHARM-EU Manager and the support officers, project managers, etc. that work within their institution. The internal governance differs from one partner university to the other (Faculty, Rectorate, etc.). but the tasks and responsibilities remain the same for all partners.

CHARM-EU Directors

Role

There is one CHARM-EU Director position per partner university. The CHARM-EU Directors are leaders with academic, programmatic, managerial responsibilities. They are the primary liaison between CHARM-EU and the leadership of their university. They are responsible for CHARM-EU decision-making and activities in CHARM-EU and within their home university as local executive heads of the Alliance preferably in close relation to the Rector. If the Rector had delegated the oversight of the internal structure/operation of CHARM-EU to for instance a Vice Rector the Director directly reports to that person. CHARM-EU Directors represent and transfer CHARM-EU's interests to their university and based on that provide local direction for the staff of their university. They work in collaboration with the partners and need to be able to reconcile the interests of the Alliance with the ones of the university. They are full member of the Executive Board, which meets every month. They assume the Chair of this board with a rotation between the different directors.

Each CHARM-EU Director is assigned a specific area of responsibilities within the Alliance described in the Executive Board chapter. This is determined by the Executive Board and validated by the Strategic Board. In this way they form the daily management team of the Alliance together with the Alliance Secretary General and collaboration organising the agenda of the meetings, reporting to the Strategic Board, managing the governance of the Alliance, sharing internal and external communication.

Profile and tasks

The profile of the CHARM-EU Director can vary from one partner university to another. They preferably are academics with high-level administrative experience or administrative staff with comparable expertise and experience. They need a high-level of mandate and responsibility within their university, to be in close contact to the Rector or Vice-rectors able to transfer their decision to CHARM-EU, and able to communicate with the Deans, Vice-deans and different Heads (professors) of faculties and departments. Design and Execution of annual work plans and schedules, programmes and projects and made adjustments when needed.

- Execution of the CHARM-EU budget.

- Follow-up of the results of the past period and deliver an overview of the execution plan and schedule for the upcoming period of six months.

- Analysis of new projects and initiatives before submitting them to approval of the Strategic Board.

- Composing the agenda for the Strategic Board meeting in consultation with the Chair of the strategic board and the alliance General Manager.

Strategy

- To participate in the global follow-up of the execution of activities and projects.

- To participate in the analysis and proposal of new initiatives to the Strategic Board.

- To develop, implement and support the vision, mission and objectives of their university.

- To develop and promote a clear sustainable strategic vision for CHARM-EU within their university.

- To align the strategies.

Management

- To participate in the Executive Board

- To execute, follow-up and report on the specific area of responsibility to the Executive Board of CHARM-EU

- To ensure the annual planning

- To be responsible for leadership, management and development within the framework of the university's mission and strategic direction.

- To oversee management and operation for the Alliance CHARM-EU within their university.

- To lead, manage and ensure the development of all staff dedicated to CHARM-EU in their university.

- To assign CHARM-EU staff's workload.

- To ensure the safety and wellbeing of staff and students.

- To identify internal staffing needs.

Representation & Communication

- To represent CHARM-EU in the university's meetings or assist the Vice-Rectors when they are the representatives.

- To represent the interests of the local CHARM-EU office within the alliance.

- To attend the CHARM-EU Executive Board meetings.

- To develop effective internal communication channels for staff, students and stakeholders.

- To build networks and partnerships across the Charm-EU team, University and external stakeholders.

- To promote CHARM-EU internally and externally or assist the Vice-Rectors when they are the representatives.

- To represent CHARM-EU's vision and values, or assist the Vice-Rectors when they are the representatives.

Finance

- To be responsible for the effective financial management and deployment of resources within their university in continuous communication with the strategic and financial leadership of the institution in collaboration with the CHARM-EU Manager of their university.

Teaching & Research

- To analyse the creation of new programmes and projects (educational or R&I) with the Executive Board and Academic Council, to encourage the continuous improvement in teaching and learning and research practice.

- To analyse the creation of new programmes and projects internally in the partner University with the senior management

- To facilitate academic leadership in teaching and learning.

- To oversee quality assurance for the alliance's programmes.

- To support KCT (Knowledge Creating Teams) members.

- To encourage the continuous improvement in teaching and learning.

Infrastructures & Resources

- To ensure that coordination and management of the support infrastructures and other resources are executed efficiently.

Appointment procedure

This position has to be adapted to the local needs and functioning of each university, therefore the appointment procedure is specific to each partner and their responsibility.

Other roles (Academic Council members, KCTs) will be defined once CHARM-EU widens its activities, as part of the evolution of this Terms of Reference.

CHARM-EU Manager

Role

There is one CHARM-EU Manager per university. This is the administrative and organisational role that complements the CHARM-EU Director's. Like the Directors, the Managers are given specific areas of responsibility for the alliance, discussed in the Executive Board and then validated by the Strategic Board.

Their role is to coordinate the workload inside their university, to ensure a good internal communication and a good communication with the other CHARM-EU Managers. They oversee the local support staff. They participate in the Executive Board meetings every other month and are part of the CHARM-EU Office. Each manager acts as a deputy for the CHARM-EU Office with a rotation. The CHARM-EU managers are chairing the CHARM-EU offices at the local CHARM-EU organisations.

Profile and tasks

The CHARM-EU managers are administrative staff. Their tasks and profile can vary from one university to another

- To participate in the Executive Board.

- To plan, execute, follow-up and report on the specific area of responsibility to the CHARM-EU office.

- Local coordination of CHARM-EU activities.

- Serve as an interface between the faculties and services of their university and the Alliance and report on the activities.

- Coordinate planning and execution of tasks of the support units.

- Ensure decisions from the Executive Board are applied in the CHARM-EU Office and support units.

- Support the Directors to mobilise and federate human, financial and material resources within their university.

- Ensure that information is relayed to partners.

Appointment procedure

The appointment procedure is specific to each partner.

Support offices staff

Apart from the positions described above that are fully dedicated to the alliance, some staff are working on CHARM in addition to other tasks and missions in their home university. They form part of support units in the governance of CHARM.

There are several support units called Thematic Support Offices:

- Joint Virtual Administrative Office (JVAO)

- Joint Virtual IT Office (JVITO)

- Joint Virtual Quality Office (JVQO)

- Educational support

- Research & Innovation support services

- Diversity-Equity-Inclusion (DEI) Office

- Communication

- Mobility

- Human Resources

- Services

- Finance

Staff from the partner universities working in those fields dedicate part of their time to the alliance and form a shared support unit for CHARM-EU. The Thematic Support Offices are formed by the staff of the different local support offices of each partner universities. Their work is divided between tasks related to the alliance and related to their home university.

This office will support the work package activities of the different projects, together with other specific profiles that will be needed depending on the project. The concept is shown in the next figure:
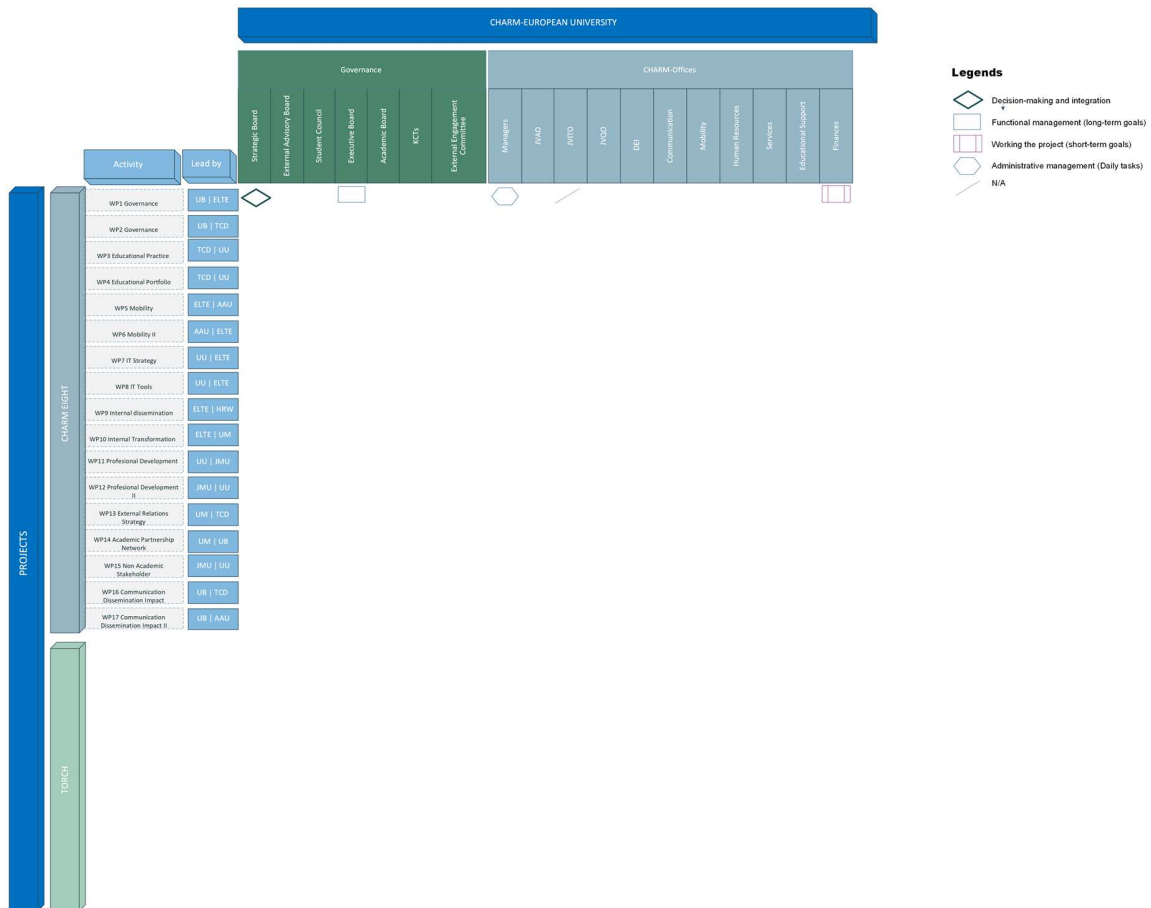
Figure 4 Example of the interaction between Governance and Projects

4. CHARM-EU CENTRAL STAFF

Alliance Secretary General

Role

The Secretary General plays a key role in the functioning of the Alliance. The secretary general reports directly to the rectors of the Alliance and the Executive Board. The Secretary General is responsible for coordination, and communication within the Alliance.

The Secretary General supports the Executive Board. The Secretary General oversees the CHARM-EU Office as the main management structure of CHARM-EU.

The Secretary General is responsible for:

- the Staff 'Central' CHARM-EU

- Ensuring and monitoring the development, execution, and implementation of the decisions of the Strategic Board and of the Executive Board.

- Ensuring and monitoring the governance model of CHARM-EU, in collaboration with the Executive Board.

- Ensuring and monitoring the daily functioning of the CHARM-EU Office.

- Ensuring relationships between the partners and represents the Alliance at the administrative level.

- Organising and giving administrative support to the meetings of the Strategic Board and Executive Board, under the supervision of the Chair of the respective Board.

- Reporting, in collaboration with the Executive Board, to the Strategic Board

- Ensuring the external relations of the Alliance (e.g. other alliances, European Commission, etc.).

- Performing any other function entrusted to him or her by the Strategic Board or the Executive Board

- Any other responsibility the Strategic Board and/or the Executive Board consider it belongs to the Secretary General

Appointment procedure

The Secretary General is appointed by the Strategic Board on a proposal from the Executive Board, with a three-quarters majority vote of the Strategic Board. For reasons of continuation, implementation of structural governance and working towards a legal entity, in this first phase the Secretary General will be a member of the senior management staff of the University of Barcelona, as it has been budgeted in this University as the Coordinator and responsible of the Grant Agreement between the Alliance and the European.

Finance, Quality & Communication Officers

Role

There is one finance officer, one quality officer and one communication officer for the whole Alliance.

The Finance Officer is in charge of the finances of the Alliance, they are responsible for the budget and the repartition of costs between partners and providing instructions and criteria in collaboration with the joint financial supporting unit of financial managers of each institution. The financial managers of each institution are responsible for the financial management of the budget of the partner institution.

The Quality Officer is in charge of the quality model of the Alliance and of its implementation and development. The Quality Officer is supported by the joint quality supporting unit of quality managers of each institution

The Communication Officer is in charge of internal and external communication and events of the Alliance and the dissemination of results and activities.

Appointment procedure

In the future, these responsibilities will be attributed to one or two of the alliance members by the Strategic Board, the institutions in collaboration with the alliance general manager will then be responsible for the recruitment and training of these officers.

Project Support Officer

Role

The Project Support Officer is responsible for looking for new projects and support the CHARM-EU team in preparing projects.

Appointment procedure

In the future, the responsibility of project support will be attributed to one of the member institutions by the Strategic Board. The university will then be responsible for the recruitment of the project support officer.

Organisation officer

Role

The organisation officer is a key element in the design and consolidation of the workflows of CHARM-EU. The main tasks are:

- Design and management of collaborative tools
- Support to project planning and follow-up and reporting
- Process workflows
- Design, management, and exploitation of databases: participants, academic staff, students, stakeholders, directory (searching for IT solutions to support this database)
- Alliance documentation archive: latest versions of regulations, deliverables, projects in which it participates.

Appointment procedure

In the future, these responsibilities will be attributed to one or two of the members by the Strategic Board, the institutions will then be responsible for the recruitment and training of these officers.