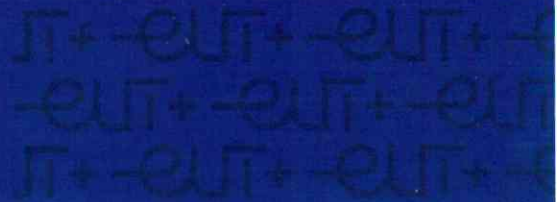




EUROPEAN
UNIVERSITY OF
TECHNOLOGY



EUT⁺
ROADMAP AGREEMENT FALL 2021 – SPRING 2023

ENGLISH VERSION



BETWEEN the following other partners:

University of Technology of Troyes (France), whose headquarters are located 12 rue Marie Curie - 10000 Troyes, France, represented by its Director, Mr Pierre KOCH,

Hochschule Darmstadt, University of Applied Sciences of Darmstadt (Germany), whose headquarters are located at Haardtring 100, 64295 Darmstadt, represented by its President, Mr Ralph STENGLER,

Rīgas Tehniskā universitāte, Riga Technical University (Latvia) with its seat at Kaļķu iela 1, Rīga, 1658, represented by its Rector Leonīds RIBICKIS,

Technological University Dublin, whose registered office is at North Circular Road 191 Park House Grangegorman, Dublin D07 E WV4, represented by its President David FITZPATRICK,

Технически университет София Technical University of Sofia (Bulgaria) with seat at Kliment Ohridsky Bd 8, Sofia 1000, represented by its Rector Ivan KRALOV,

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Universitatea Tehnică din Cluj-Napoca, Technical University of Cluj-Napoca (Romania) with seat at Str Memorandumului 28, Cluj-Napoca 400114, represented by its Rector Vasile ȚOPA.

Hereinafter referred to as "**the partners**".

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The initiative or project "European University of Technology" is also referred to by its acronym "EUT+".

All the active partners for the development of the project are also called "the Alliance".

FIRST OF ALL, THE FOLLOWING IS SET OUT:

Having regard to the second call for Erasmus+ "European Universities" projects,

Having regard to the application file for this call for projects and its annexes, which the partners submitted on 26 February 2020,

Having regard to Grant Agreement N°101004088 (Annex 2) signed by the partners and the European Commission on 16 October 2020,

In the event of a conflict between the terms of this agreement and the Grant Agreement, the terms of the Grant Agreement shall prevail.

HAVING STATED THIS, IT IS AGREED AND DETERMINED AS FOLLOWS:

Part 1 : Preamble¹

1.1 Partners Commitment

The eight partners of the European University of Technology (EUT+) aim to building a single fully integrated multi-campus university that will serve the common interests of our students and staff and the common good of society as a whole.

Each partner has validated the application that was submitted in response to the second Erasmus+ call for proposals, "European Universities", as well as its mission statement and the other appended elements, as set out in the Grant Agreement. Each partner has taken ownership of the content and ambitions as submitted and evaluated.

In accordance with the expectations of the European Commission, each partner considers EUT+ as a transformational initiative that will structure a common future.

To fulfil the ambition of the EUT+ initiative, each partner is integrating it as an essential object at every level of decision-making and governance from the central bodies down to individual departments and laboratories.

Each partner thus uses the European University Initiative as an object of transformation of their own institution towards the common project and, more generally, towards best practices for the benefit of all, and in particular students, society and knowledge.

Each partner extends these principles to complementary or subsequent actions for the development of EUT+ that are supported by other sources of funding.

1.2 General Dynamics

1. General ambition and temporal sequence

Each partner undertakes to do its utmost to fit into the timeline and to respect the Memorandum of Understanding of the European University of Technology Initiative. As a target structure for convergence, a European Grouping of Territorial Cooperation can be considered.

2. Identification of barriers and evolution of regulatory and legal frameworks

Each partner is aware that implementing our ambition will require changes, sometimes significant, in the national legal, regulatory and administrative frameworks in particular. This is a component of the actions expected from selected "European Universities" call for proposals. Each partner undertakes to identify the barriers to development as soon as possible, to make them known, to open them up to debate, and propose the most relevant means to make them evolve and possibly implement actions in this direction.

¹ This preamble is based on the partner agreement signed in Cluj on the 4th of February 2020.

These actions will fully comply with European and national law and will be implemented on the basis of a transparent and clear explanation of the rationale behind them. They aim at improving the services provided by the partners and by EUT+ to students and society and at building and deepening the European areas of education, research and innovation.

*1.3 Reaffirmation of the ambitions expressed during the writing of the proposal
Memorandum of Understanding signed in Cluj-Napoca*

The partners explicitly reaffirm the terms of the Memorandum of Understanding signed in Cluj-Napoca on 4 February 2020 and integrated into the mission statement of the bid:

1. The European University of Technology, EUT+

- a. Deepening their existing collaborations, the partners are jointly building a confederate alliance with a European vision of technology, to contribute to the development of society, the economy and technological culture.
- b. This alliance is called European University of Technology, EUT+.
- c. EUT+ embodies the European values of humanism, engagement, inclusiveness, multiculturalism and multilingualism, academic freedom and critical thinking, responsibility towards societal challenges. It is driven by knowledge and a dedication to the sustainable development of the European Union.
- d. The European University of Technology is an experimental, ambitious, European and global development initiative. Our long-term aim is to become a fully integrated institution. The vision and suggested timelines are detailed in the mission statement.

2. Legal Aspects

- a. The ultimate goal of the partners is to establish a legal entity for EUT+. The partners are aware there will be a process towards this goal, and that intermediate legal entities will be created on the way to a convergence trajectory.
- b. The different legal entities hosting EUT+ will be gradually more and more integrated, depending on the regulatory evolution of the national and European frameworks.
- c. By creating EUT+, the partners explore concretely the idea of a European University, experiment together to open paths and create futures.
- d. The partners define and specify the regulatory evolution which they will need, with particular attention to funding frameworks.

3. Vision

- a. The partners share a common vision, mission, and ambition for Europe, for technology, for education, research and knowledge exchange. This vision is presented in EUT+' Mission Statement, written and officially endorsed by all partners.

- b. EUT+ vision for Europe is one of openness and inclusiveness, cooperation and exchange, diversity and mobility. EUT+ identity and values are in line with the Lisbon Treaty, promotes research and technological development (Article 2c), scientific and technical progress (Article 172a), a high level of education (Article 5a), enhanced cooperation (Article 10), and more.
- c. The curricula and pedagogical methods of the European University of Technology are fully in line with the Bologna process, and with the frameworks of the European Higher Education Area.
- d. The European University of Technology develops education, research, knowledge exchange and technology transfer, and conducts international collaboration activities.
- e. The quality processes of the partners and EUT+ are integrated at all levels.
- f. Research is part of the European area whose tools it uses. In particular, the partners shall endeavour to implement the EURAXESS charter.

4. Activities

- a. This alliance anticipates strategic and regulatory evolution by experimenting on a European scale with converging trajectories on common objectives. It is anticipating the availability of additional funds and financial instruments.
- b. The partners applied to the second "European Universities initiative" call opened by the DGEAC, building on existing collaborations and on the encouraging result obtained in the previous application. A common vision and ambition are presented in the mission statement included in their application to this call.
- c. In order to pursue and reinforce the joint initiatives supporting the ambitious goal of integration, the partners are committed to submit an increasing number of responses to calls for proposals, in particular at the European level (DGEAC and DGRTD).
- d. Partners encourage and increase considerably the mobility of their academic and non-academic staff within EUT+ in order to strengthen formal and informal links. They boost as much as possible student mobility between the partner institutions. Bilateral Erasmus+ agreements are signed by the 28 pairs of partners.
- e. Partners put in place structuring and experimental actions which contribute to the effective implementation of the EUT+ initiative.
- f. Partners are implementing the ambitions and actions described in their application to the European University call.
- g. Any bilateral or multilateral activity within the alliance that deepens the collaboration is encouraged and will serve as an experience for the deepening of the whole EUT+.

5. Partners and management

- a. The partners are progressively aligning their strategies. All the decisions taken by each of the partners take into account, anticipate and participate in this

development, in all relevant ways. The partners ensure that their internal decisions are progressively consistent with each other and with the overall initiative.

- b. The partners put in place spaces for continuous discussion at all levels in order to advance actions and integration.
- c. The explicit steering structures of this initiative remain light, as it is of an experimental nature. Partners are setting up regular meetings of representatives of the councils and internal bodies.
- d. The partners create a common budget for joint actions.

6. Communication and external relations

- a. The partners use the EUT+ brand and the jointly validated communication tools in their communication.

When presenting or representing the EUT+ initiative, each partner endeavours to highlight the other partners, the actions jointly developed, the vision and common ambition being pursued.

1.4 Clause proposing the most favourable agreement

Each partner must propose to the other partners at least the most thorough and binding level of agreement that it has been able to sign elsewhere, provided that it complies with the laws and regulations. These agreements may take the form of bilateral or multilateral agreements with other higher education and research institutions, or cooperation arrangements within the framework of groups, networks, consortia or other alliances. They concern in particular cooperation agreements between institutions as well as exchange and mobility agreements.

This is true :

- Whatever the scale, notoriety or prestige of the institutions with which these agreements have already been signed;
- Whether they are agreements already signed in the framework of local partnerships, networks or other external alliances (European or international).

Contracts with “non-disclosure agreements” articles are excluded.

To enable this, the partners will progressively share their existing agreements with each other.

All new agreements will be established as far as possible on a multilateral basis within the Alliance, in order to avoid the multiplication of bilateral agreements.

A partner who does not wish or is unable to join an agreement at the time of the initial presentation may apply to join this agreement or the multilateral agreements at a later date.

If a partner subsequently signs an agreement that is more favourable than those currently in force within the Alliance, it will propose it in the same way to the Alliance partners.

Part 2 Roadmap (fall 2021 – spring 2023)

Over the upcoming 18 months, each partner commits to the following key milestones:

- Operationalise the EUT+ Mission Statement within the strategic framework of each partner institution.
- Define a common research strategy, structured around EUT+ European Research Institutes, the first three of which will be launched in mid 2022.
- Launch our first common EUT+ programmes in fall 2022 with three Bachelors and three Masters in Engineering.
- Guarantee seamless mobility for staff and students and automatic recognition of all ECTS credits.
- Create a platform that integrates open data for all eight universities.
- Integrate the EUT+ logo and branding alongside that of each partner university in all our external and internal communication channels (official partner websites, communication material, etc).
- Kick-start a greater integrative process through a testbed approach. The first steps of this process will be discussed in Spring 2022.



EUT⁺

MEMORANDUM OF UNDERSTANDING EUROPEAN UNIVERSITY OF TECHNOLOGY: TOWARD A SINGLE UNIVERSITY

ENGLISH VERSION



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Ollscoil Teicneolaíochta Bhaile Átha Cliath, Technological University Dublin (Ireland), whose registered office is at North Circular Road 191 Park House Grangegorman, Dublin D07 EWW4, represented by its President David FITZPATRICK,

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Co-funded by
the European Union

Having regard to the application file for this call for projects and its annexes, which the partners submitted on 26 February 2020,

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In the event of a conflict between the terms of this agreement and the Grant Agreement, the terms of the Grant Agreement shall prevail.

HAVING STATED THIS, IT IS AGREED AND DETERMINED AS FOLLOWS:

Eight universities of technology have come together to create EUT+, the European University of Technology. These institutions include:

- Hochschule Darmstadt (Germany)
- Rīgas Tehniskā universitāte (Latvia)
- Technological University Dublin (Ireland)
- Технически университет София (Bulgaria)
- Τεχνολογικό Πανεπιστήμιο Κύπρου (Cyprus)
- Universidad Politécnica de Cartagena (Spain)
- Universitatea Tehnică din Cluj-Napoca (Romania)
- Université de technologie de Troyes (France)

The initiative submitted to the European Commission's call on European University Initiatives explicitly aims to merge the eight institutions, with an intermediate step of a confederal structure in 5 years and a target federal structure in 10 years.

Following the success of the initial 18 months' work, the eight member institutions of EUT+ have agreed to accelerate the development of the process of integration into a single European university. This decision is based on a shared understanding of:

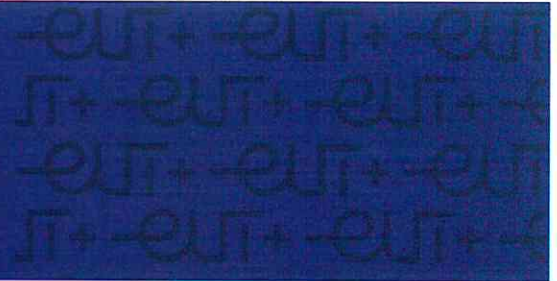
1. the strength of a common European brand compared to each of the current individual brands,
2. the proximity of technological cultures and the strong complementarity of teaching, research and transfer offers,
3. the potential for synergies between partners,
4. the critical mass which enables new funding and projects to be undertaken,
5. the exceptional visibility given by this merger.

To implement this decision, the members of the alliance agree to work on two complementary tracks:

1. The first is to set up governance bodies for the various aspects of university life: research, teaching, student life, international relations, etc. These bodies will complement the executive committee which regularly brings together the presidents of the eight universities. They will make it possible to progressively standardise processes throughout the university.
2. The second consists in working with the ministries of the eight countries to define an experimental international legal structure, and an implementation timeline, by the end of 2022. While coexisting with the legal structures of the member institutions, this new institution would become a full-scale demonstrator, which would allow progressive experimentation and partial transfers of identified competences from the member universities to this umbrella structure. The States that agree to create this international institution would entrust it with the task of proposing a set of operating rules that the member institutions would be entitled to implement in place of current national regulations, for a limited period of time. This would make it possible to overcome current legal limitations and test solutions that would accelerate convergence of institutions. Such an approach would, if successful, potentially be applicable to any or all other European university initiatives.



EUROPEAN
UNIVERSITY OF
TECHNOLOGY



EUT⁺

EUROPEAN UNIVERSITY OF TECHNOLOGY

DECLARATION

19 JANUARY 2023, SOFIA

The European University of Technology (EUT+) is unique amongst the 44 European Universities in having formally announced a long-term intention to merge the eight partner universities in order to create a single entity with a single governance and a common budget.

In order to fulfil this ambition, we have placed a clear priority on integrating our actions, processes and strategy. We are building a common European identity that is reflected in all our core missions.

In Education, our priority is thus to transform our separate national curricula into a common European curriculum with a single set of Learning Outcomes and Competences, fully open mobility for all students between campuses, and a single European diploma. Whereas in Research, we are setting up at the EUT+ level “European Research Institutes” to which researchers from our eight institutions are affiliated.

Our core governance bodies, such as the Rectors Board, meet physically eight to ten times a year and our Steering Committee virtually on a weekly basis.





Our intention to merge requires a political agreement between member states who have competency over Higher Education. However, we believe that it is aligned with two key priorities of the European Union.

On the one hand, it will enable us to create a university that can carry a truly European vision of Technology that places Humans at the heart of technological innovation and provides a powerful counterbalance to the dominant Chinese and American visions. It will be a key tool for the reindustrialisation and the technological reskilling of Europe.

On the other hand, it will be a flagship for a more equal Europe where research production, quality of education and salaries progressively converge towards a European standard, where all regions can thrive rather than just the happy few.

In this context, as Rectors of the eight universities of EUT+, we have taken the decision to allocate equal shares of the core budget to all member universities in our bid to the Erasmus+ Call for European Universities, notwithstanding the significantly varying levels of financial support for the alliance by individual Member States and the large differences in salaries and costs of living. We believe this decision will help us further the convergence of our universities towards a common European standard.

We are not single universities with their own identities, but equal campuses of EUT+ working towards a common vision.



EUT⁺

EUROPEAN UNIVERSITY OF TECHNOLOGY

Deliverable D1

D1.0.1 Alliance Cooperation Agreement D1.0.2 Prefigurative Association D1.0.3 Act establishing the experimental confederation

Del. Rel. No D1.1

WP 1

General cooperation agreement to lay the foundation of the consortium

Prefigurative statutes of the association outlining its general administrative and institutional functioning

Act and related status

Comments:

Dissemination level: **PU**-Public

<https://www.univ-tech.eu/phase-1-results>

The content of this deliverable represents the views of the authors only and is their sole responsibility. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains.

This initiative has received funding from the European Union's Erasmus+ programme under grant agreement 101004088 – Eut – EPP-EUR-UNIV-2020.

Foreword

The convergence work within EUT+ was based on acceptance of the mission statement principle and an analysis of the most suitable tools for supporting this convergence.

A significant part of this discussion on acceptable convergence modalities and analysis was used in our application to the call *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*.

We have not yet reached the stage of setting up a structure, as the convention system has so far enabled us to make progress on almost all the issues we have encountered. However, at this stage, a number of financial, managerial and sometimes political issues show that a structure (light initially) will soon become necessary. We explain this below, and set out the operating framework that is gradually being put in place.

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1 Background and general objectives

1.1 EUt+: a full merger as a long-term objective

The European Universities Initiative (EUI), launched by the European Union leaders at the Gothenburg Summit in 2017, is at the heart of the European Commission's 2022 [Strategy for Universities](#). According to the European Commission, “European Universities” have an ambitious mandate aimed to trigger unprecedented levels of institutionalised cooperation between higher education institutions, making it systemic, structural and sustainable¹. Such a mandate opens the path for many different approaches, involving different degrees of institutional integration, from loose association to a full merger. Currently, amongst the 44 existing EUIs, the European University of Technology (EUt+) is the only alliance to have explicitly stated their ambition **to fully merge the eight member universities**².

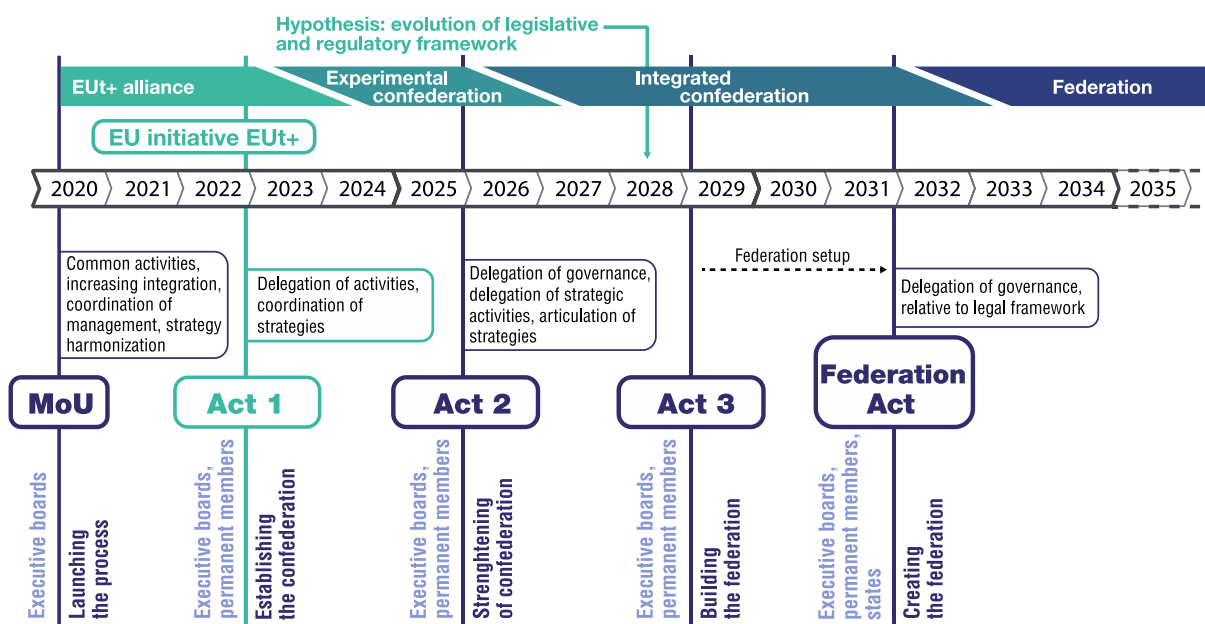
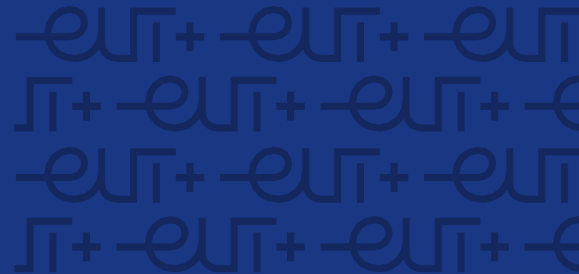
Our choice to move towards a full merger is based on a careful assessment of cost and opportunity which concluded that it makes deep sense for our students, staff and stakeholders. As such, it is a way for our institutions to better fulfil their mission towards society in a European context.

Indeed, as comparatively small universities specialised in technology, we are facing limits in terms of critical mass in both education and research, attractiveness and capacity to provide the range of competencies required by our territory. A merger is a way to overcome such limits, thus making us more capable of fulfilling our core missions effectively. Together we can better serve our territories, offer greater opportunities to our staff and students and help build a stronger Europe.

Our timeline, reproduced below, explicitly paves the way to shift from an alliance to an experimental confederation.

¹ See the documents and information sessions. The meaning of the expression “unprecedented levels of institutional cooperation” is left undefined and has been interpreted in different ways by each EUI. The same goes for the notion of “making it systematic, structural and sustainable”.

² This ambition is at the heart of the initial proposal and has been reiterated in various signed agreements between the eight rectors. It is mentioned in various articles such as those of Times Higher Education ([European University Alliance seeks Merger and Merge or Collaborate? EU university scheme needs two tracks](#))



We carried out two studies. The first study consisted in a detailed evaluation of existing legal statuses. It concluded that the best existing legal status for us would be that of EGTC. The second study provided a comparative study of university systems focusing on their models of governance.

The current trends on a European legal status is not to replace existing national legal status, which is coherent with the diversity of possible models which the initiative can embrace. However, in our specific case, our long-term ambition is precisely to replace our existing legal statuses with a European one, or at least, to ensure that national legal statuses are subordinate to the European one and preserved only in so far as they ease the technical implementation of deconcentrated management³.

Of course, a full merger between public institutions in different European Union countries is impossible with the current legislative tools. Such an ambition would require an inter-state agreement similar to those that have enabled institutions such as the European Institute in Florence or the CERN to be created. It is a long-term goal, which can be reached only on the condition that we can demonstrate its added value. This requires to (1) integrate institutional functions as far as possible, asking

³ Examples of this type of model in which a primary legal status exists but secondary ones are preserved include Oxford and Cambridge Universities where the colleges continue to exist but are no longer entitled to deliver degrees, as well as the recent *Établissement Public Expérimentaux* in France, such as the University Paris-Saclay that retains legal entities such as Centrale Supélec or ENS Paris Saclay within the larger university.

member states for derogations to current laws when necessary, and (2) make full use of existing tools such as creating a common legal status. The direction which we are taking is informed by the lessons drawn from previous international experiences of university systems. Indeed, whereas the European University Initiative is completely new in its international span and ambition, examples of national university systems do exist and are particularly relevant to our enterprise.

1.2 Cautionary tales: what other experiences to build university systems can teach us

University Systems, such as European Universities, span a wide spectrum, ranging from fully integrated multicampus institutions (models such as Penn State or Toronto University) to loose networks (such as LERU or Universitas 21). They have widely different origins from a systemic state initiative to structure higher education (with the classical tripartite Californian system around UC California, State University of California and Community Colleges of California) to institutional initiatives aimed at solving a specific problem (the Boston Consortium negotiates prices of utilities and facilitates student access to libraries and courses for most Boston based universities and colleges).

This diversity shows under which conditions models work, and when they start to create internal tensions - in particular when the mission assigned to the university system clashes with that of the member institutions and/or is badly defined. In this context, it is important to pay attention to various cautionary tales. The crisis of the University of London at the beginning of the century, which led to the exit of Imperial College London and the downgrading of the missions of University of London (UCL and King's first starting delivering diploma in 2007), illustrates what happens when a network of universities with varying academic prestige starts to go beyond the sharing of services and tries to reach out to common degree granting and branding. Another interesting example is that of the University of California, which is formally a university with a President, the campuses being governed by a Chancellor, but in which the individual universities actually enjoy full academic autonomy⁴. But

⁴ According to the official documents "UC's Office of the President (UCOP) is the systemwide headquarters of the University of California. UCOP operates as the nexus between the 10 campuses, 5 medical centers, ANR's research and extension network, 3 national laboratories, the Board of Regents, the Academic Senate, the state and federal governments, and the public. Together with the University's leadership, UCOP leads and manages activities that support the UC mission and strengthens

probably the most interesting case for us comes from the experience of the French ComUE since 2013: 27 were created in 2013 following the new law that required all institutions to define a territorial policy with a clear aim of increasing international visibility, etc. Yet 10 years later over two thirds of these ComUE have been shut down either because they were having a negative impact on the system (for example, the implementation of a common affiliation of scientific publications caused confusion and loss of visibility at an international level) or because they did not enable greater institutional integration (all mergers of French universities were led by the individual institutions rather than by the ComUE, which was excluded from the negotiation process).

These benchmarks explain why, despite our level of ambition, we did not rush into creating an overarching legal entity during our first couple of years of existence but focused instead on defining the precise functions and missions of such a structure before setting-it up to ensure that they are fully aligned with our ambition for a full merger. Before setting up governance structures and legal statutes, we needed to strengthen our common activities and processes.

1.3 Building from the bottom-up: creating trust, sharing processes, finding legal solutions

Over the past year, our eight rectors have met physically once a month as part of large scale events involving on average over 100 members of our universities for a period of one week each time. This has made it possible to build trust, ensure correct implementation of our trajectory for our European University and start launching concrete initiatives to integrate our respective governance. As an example, we now have cross-name members of our respective boards within the boards of our partner universities. We are currently preparing a list of requests to our national authorities to move one step further (for example by enabling us to align the composition of all eight boards and thus move towards a single EUT+ level board) and have already initiated discussions with our respective ministries of higher education.

We are not creating a "umbrella" or "parallel" structure to run the European University. Our objective of eventually merging leads us to a twofold convergence process:

- bottom-up: the partner universities themselves are evolving for a greater

the essential premise that UC is one University." In practice UC Berkeley or UCLA operate in complete independence from one another and from the central offices of UCOP.

- coordination, harmonisation and pooling;
- top-down: through its steering bodies, EUT+ is working to ensure the cohesion of the system and that it converges step by step. It also prefigures the later managing bodies of the European University.

This legal status has thus not been created to change the model of *governance* because change is being effectively driven from within our existing universities. This choice is important because it ensures a clear focus and avoids the pitfalls experienced by University Systems such as the French ComUE that officially embraced a wider role that brought them into conflict with the institutions that were their stakeholders. It, furthermore, enables us to concentrate on actions that bring clear added value to partners and thus reinforce the common trajectory.

However this new legal status does have an absolutely crucial role in terms of integration because it will integrate common services that will provide added value to all individual members and thus demonstrate the potential of a full merger. In the long-term it will become the hub of common services operating across our eight campuses - be these campuses independent universities (current situation), partly merged (initially any merger is likely to involve only a few of the members because it is dependent on member states agreeing) or fully merged (long-term).

We have thus defined a precise trajectory that combines the creation of a legal entity devoted to common infrastructure with the institutional integration that will lead to a full merger. We now plan to implement this ambition and propose a model that can successfully be followed by other European Universities either simply in order to better integrate common services or as part of a wider ambition to move towards a full merger.

2 EUT+ organization under construction

The structure now being put in place is an important element of our bid for phase 2 of EUT+. Setting up such an organization depends on in-depth support to find an ambitious trajectory that is acceptable to everyone, and that allows energies to emerge while channelling them. It will have taken almost three years to reach a framework that is generally accepted, balanced and showing increasing evidence of functioning.

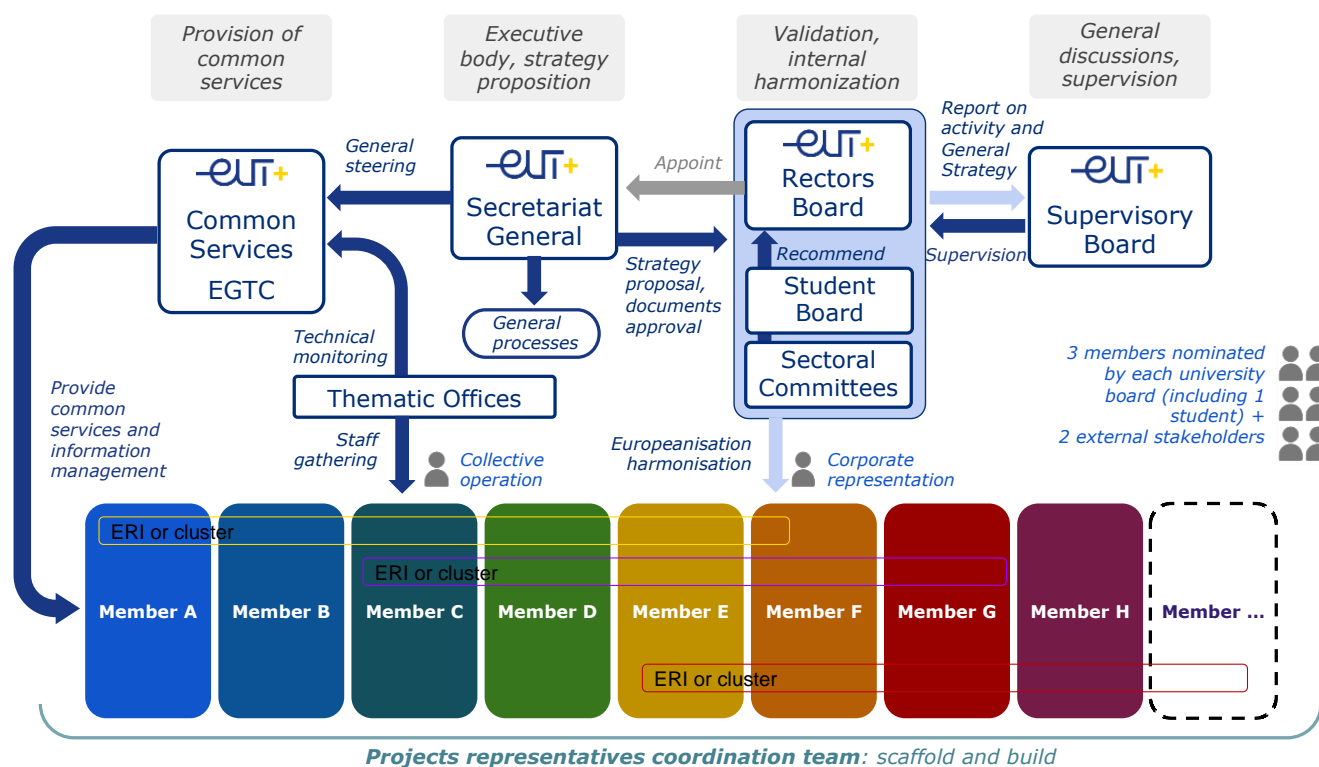


Figure: Partial and simplified description of the general organisation of EUT+.

2.1 EUT+ organisation and governing bodies

The governance architecture of EUT+ results from a continuous evolution of the bodies during the first phase and the inputs given by external reviews. In particular, the EUT+ governing organisation must:

- Integrate all the stakeholders (specially the students).
- Evolve to encompass a much larger community of adopters that has grown exponentially from the team involved in the submission of the first proposal.
- Transfer know-how and capacity building from the more experienced participants to those less familiar with the European systems and programs.
- Ensure the legitimacy of the decision-making and representation bodies.
- Define clear roles for every participant.
- Maintain the ambition and the agility needed for deeply transforming the member universities, as declared in our Mission Statement.

Thus, the target governance system is organised around three main functions:

- The daily management and strategy development handled by the Secretariat General;
- The representative bodies of the members, discussing (sectoral committees and student board) and validating decisions (Rectors Board)
- The supervisory body (formerly governing board).

This balance was achieved through extensive discussions, compromises and testing, as well as pragmatic constraints, generally related to the heavy workload of people with a formal decision-making role, but who have to be involved in EUT+ activities in addition to their day-to-day workload in the member institutions. And, as previously mentioned, all this is still being shaped by a strong team that meets very regularly to gradually build up the EUT+ bodies, but above all to develop the mindset and general ownership.

Collective activities are broken down as follows:

- Those that remain at the member institutions but imply a transformation for alignment with the EUT+ strategy and joint operation. Their participants dedicate a share of their time to EUT+ questions, and the other to member-level inputs. They are chaired by one of the members. They have mainly led to the creation of offices (for joint coordination offices), clusters (for national curricula that converge on European curricula), and European Research Institutes (for groupings of research activities).
- Those with a greater level of integration that require a common entity acting for and at the service of all members. This will lead to the creation of EGCT “EUT+ Common Services”.

General principles of interaction are given in the above chart (Partial and simplified description of the general organisation of EUT+). Practical implementation and operation are the purpose of WP 1. It should be noted that, in this second phase of the Alliance, we are no longer only working in project mode, but we are also gradually setting up the EUT+ structure. Thus, in part 4 of this bid (WPs description), the tasks indicate which of the following bodies carries out the described activity/task.

The Secretariat General (SG)

The Secretariat General is the body that daily organises and develops EUT+, this is the Executive body. Its roles are:

- To ensure the effective daily management and operation of EUT+, and the monitoring of processes (assisted by the Project Support Office)
- To provide strategic intelligence to the different bodies of EUT+
- To recommend changes and orientations
- To ensure that EUT+'s ambition, European objectives and Mission Statement are fulfilled
- To help the members in capacity building, especially "europeanising"
- To ensure that objectives are agreed on by consensus with all stakeholders
- To represent EUT+ in current affairs and negotiate on behalf of EUT+, especially with the European Commission and other Alliances or stakeholders

The SG is formed by:

- the *kernel*: a full-time person, usually an academic, delegated by each member university who works transversally for all EUT+, whose role is to drive and organise;
- the *general management team*, ensuring administration and facilitation of processes;
- the *technical expert team*, ensuring capacity building.

The areas of responsibility of the deputies in the secretariat general will be progressively specified in the course of the phase.

The Rectors Board, the Student Board and the Sectoral Committees

These bodies ensure confederal representation: they gather the members' elected representatives (when necessary, additional relevant participants are invited depending on the topic). Their roles include:

- Discussing (all boards and committees) and validating the decisions (Rectors Board)
- Sharing good practices and ensuring institutional convergence
- Transforming practices and aligning goals in member institutions
- Giving recommendations on development and orientation proposals

Rectors Board

- Rector, President or Director of each member (depending on status)
- The Secretary General is invited, the rectors can invite the the Principal Representatives

Student board

- Comprises 2 student representatives per member. Every other month, the Rectors Board and the student board meet together to discuss general orientations and to ensure a sharing of visions and expectations on the progress of the development of EUT+.

Sectoral committees (e.g., research committee, education committee, IT committee)

- Two representatives per member on the given theme (typically Vice-president and equivalent)
- One member of the secretariat general kernel is invited (in relation with the subject)

The Supervisory Board

It ensures the supervision and the balanced interests of all the stakeholders. Its roles are to:

- Review and comment every semester on all decisions validated by the Rectors Board
- Review and give an opinion on the strategic orientations
- Give an opinion on the EUT+ facts and figures

Constitution:

- 3 members per university (including one student) nominated from the governing bodies of each member university
- 2 external stakeholders (suggested by the Secretary General and agreed by the Rectors).

Its constitution will gradually change during this phase, as the maturity of the actors and the ownership of EUT+ by all stakeholders increases.

2.2 Implementing bodies

Offices

They are constituted from high-level staff in a given sector (unit, service, bureau, etc.) who implement the decisions and orientations of EUT+. There is (at least) one person per member, who is usually a high-level administrator, or an academic who carries a more technical task.

Existing offices and functions:

- Erasmus+ Common Office: coordinates EUT+ internal mobility and related calls
- EUT+ Communication Office (ECOMO): coordinates internal and external communications
- EDI Team: Shares best practices on equity, diversity and inclusiveness. Designs EUT+ EDI policies, monitors its implementation, and suggests corrective actions when needed.
- EUT+ European Research Office (ERO): coordinates research support
- EUT+ European Innovation and Technology Transfer Office: coordinates technology transfer and industry relations
- EUT+ Graduate Research School: coordinates training and support for the master-by-research and doctoral student, in particular with the ERIs

Offices under development:

- EUT+ Information Technology Office: coordinates and manages of common databases and digital tools, plays a very important role in the technical management of the EGTC EUT+ data services
- EUT+ Green Office: coordinates the strategy and actions of issues on sustainability and environment
- Multilingualism and Languages Teaching Office: Derived from the Language Pool of phase 1, its purpose is sharing best practices and coordination in foreign languages teaching
- Global outreach Office: coordinates the global outreach strategy of EUT+ and joint mobility calls beyond EU member countries.
- Legal Departments Office: Legal support to the EUT+ centralised initiatives, and global matters.
- HR Office: Discussion and coordination of HR policies and europeanisation for all staffs
- Quality Assurance Office

Clusters Coordination Committees

For each cluster, a steering team organises the progressive convergence of the final learning outcomes, the development of mobility maps and all other practical and pedagogical aspects. An agreement signed between the members precisely defines their role and their constitution: it is composed of representatives of teachers, students and staff piloting the mobility.

2.3 The daily management and coordination body of the project

Projects representatives coordination committee

EUt+ is still an initiative under construction: there are still many “scaffolds” and missing pieces. To coordinate this and ensure operations run smoothly, a weekly meeting (general operative meeting) is held between representatives of the Secretariat General (the kernel), of the members (the Principal Representatives), of the implementing bodies (the offices), of the heads of the WPs and two student representatives – these parties make up the equivalent of what has been called the steering committee in phase 1. Such operational meetings are held very frequently (more than one hour every Thursday morning, and experience has shown that it is not possible to reduce their frequency, neither technically nor sociologically). Current affairs, the lives of the WPs, the relations among them, and the institutions are discussed there, as well as decisions related to the organisation of physical meetings. It is therefore not an element of EUt+ as a target structure, it is more of a project management body, a temporary scaffolding, but it is as solid as essential.

Project Support Office

The member institutions have appointed project managers whose role is to support the administrative and technical activities. This involves a large number of decision implementations and coordination activities that are time consuming for such a large Alliance and the diversity of cultures and habits. The project managers meet twice a month to coordinate on technical matters within the project support office.

A special function: Principal Representative

EUt+ is not a simple project that only involves the people who participate in it. Most of the discussions reach deep into the members, up to the highest level: the Rectors do not have the time to discuss every issue, but they need to be informed almost in real time and represented by people they trust. This is the role of the Principal Representatives (one per member) who play the role of “sherpa”. The Principal Representatives are often current or former Vice-presidents, Deputy Directors who know their institution very well and devote a majority of their time to the link with EUt+. In addition to the link with their Rectors, they ensure a permanent liaison and representation of their member institution.

Signed agreements

- Annex 1: Roadmap Agreement Fall 2021 – Spring 2023 (public version)
 - Ratifies EUT+'s objective and general dynamic, and in practice establishes EUT+ partners as everyone's first and foremost partners.
- Annex 2: Memorandum of Understanding *European University of Technology : Toward a single University* (public version)
 - Established the Secretariat General and laid the foundations for EUT+'s operating structures.
- Annex 3: EUT+ “Sofia” Declaration (public version)
 - Reiterates ambitions for phase 2, and considers all members on an equal footing