**CHALLENGING
CONVENTIONAL
THINKING**

ECIU

Leadership and Governance in Practise

ECIU and its ECIU University

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ECIU and the Birth the ECIU University

"We don't focus on joint degrees, because we already know how to do that. This project is to develop the things we don't know how to do yet."
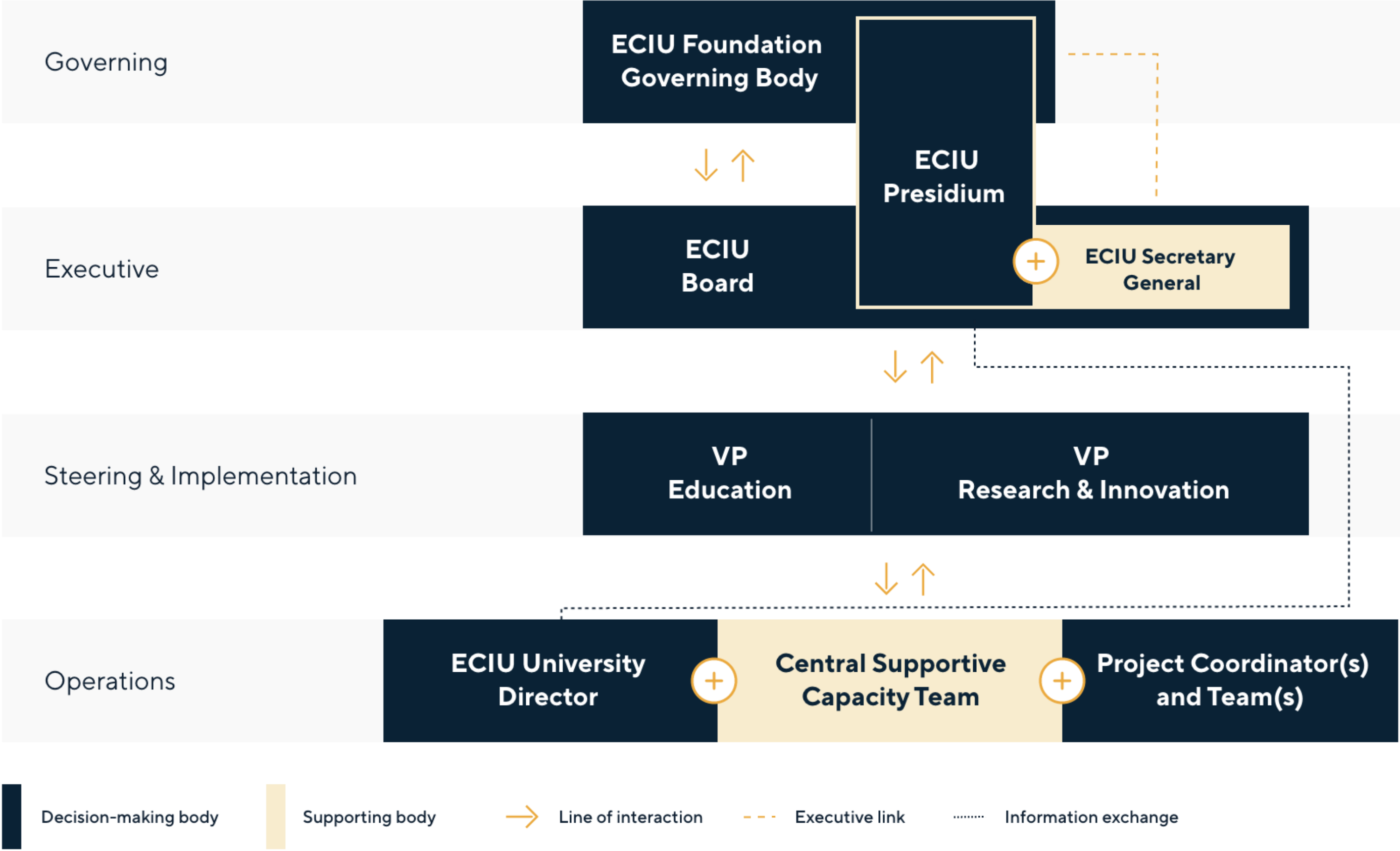
Jan-Ingvar Jönsson, President of the ECIU

- Since 1997:
  Strong **collaboration** of 13 univer-
  sities with the rofile
    - Mobility of students, support staff and researcher
    - Problem-based learning methodologies
    - Joint educational programmes
    - European Educational and Research Projects

- 2017: Need for (a European approach)
  towards **systemic change** in Higher
  Education.

- 2019: Official launch of ECIU
  University with the aim to have
  a **transformative and long-
  term impact on society.**
- How? By connecting the ecosystem and
  training Students and Continuous
  Learners **jointly across Europe** via flexible
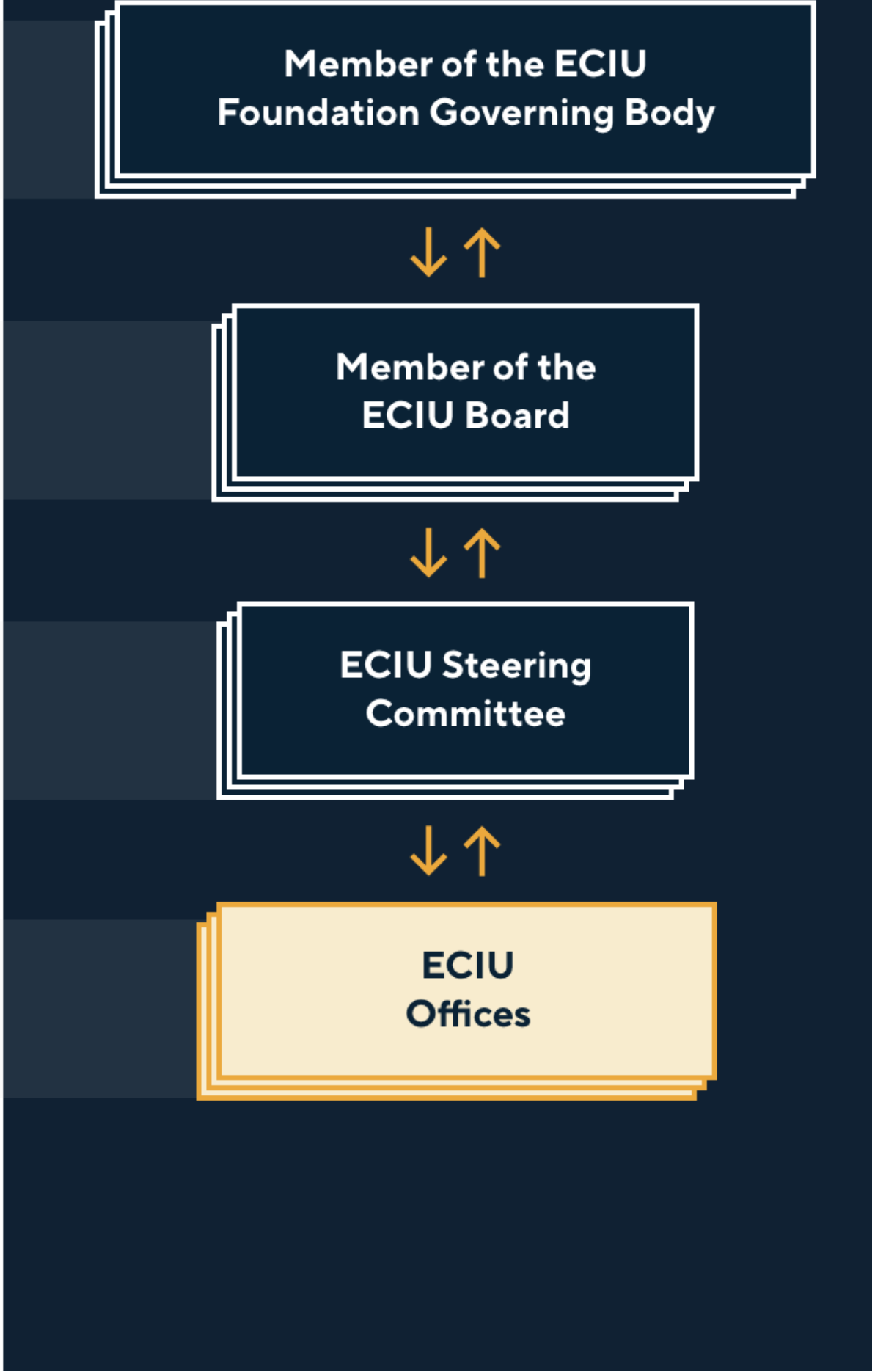 learning pathways.

ECIU Governance

ECIU Central

Level of Organization

Governing

ECIU Foundation Governing Body

ECIU Presidium

Executive

ECIU Board

ECIU Secretary General

Steering & Implementation

VP Education

VP Research & Innovation

Operations

ECIU University Director

Central Supportive Capacity Team

Project Coordinator(s) and Team(s)

ECIU Institutional (13x)

Member of the ECIU Foundation Governing Body

Member of the ECIU Board

ECIU Steering Committee

ECIU Offices

Decision-making body   Supporting body   → Line of interaction   - - - Executive link   ⋯⋯ Information exchange

Student Council & Student Ambassador self organisation in ECIU governance model

Executive	*two* Student Board Members	ECIU Students have organised themselves into the governance model of ECIU.
Steering & Implementation	Student Council	
Operations	*At least two* Student Ambassadors per institution	

Each partner university selects 1 representative from the local Student Union to participate in the **ECIU Student Council.** The **Student Council** elects two students to the **ECIU Board**. Student Board Members have equal voting power in the ECIU Board.

The **Student Council** sends delegates to the **Steering & Implementation** groups, including IT Steering Group, Digital Experience Steering Group, Vice Presidents Education.

Each partner university annually selects 2 students from the local student body to participate as **Student Ambassadors**. The **Student Ambassadors** participate in the **operational** groups, including Institutional Education Teams, Learner Engagement Focus Groups and User Experience Focus Groups.

Governance at the Institutional Level (UT example)

Governing & Executive	The Rector is end responsible for ECIU at UT.	
Steering	Deans of Faculties, faculty Vice Deans of Education, faculty International Offices	The Institutional Coordinator and is active member in all governance levels.
Implementation	The Programme Management Team oversees the implementation of ECIU at UT. The PMT is chaired by the Institutional Coordinator.	
Operations	The ECIU Office (all work package & working group liaisons) embed goals & structure of ECIU within UT. The Institutional Coordinator oversees and reports on all operations.	

Criteria for Success

ECIU Governance:

- Clear communication and decision-making lines
- Organization in Transition: From network to building a joint European umbrella organization
- Additional investments and dare to take risk: Return on investment or return on innovation?
- Balance Institutional needs and the needs of the ECIU University: Constant need for Strategic Alignment
- Level of Steering/Enable bottom-up initiatives and allow communities to flourish
- Balance out and accept different speeds, way of working and expectations.

Institutional Governance:

- Always take the larger university community along in institutional decisions
- Ensure clear responsibilities and roles
- Communication is key!
- Integrate opportunities into the university curriculum
- Ensure students and external partners remain engaged and interested in offer
- Make champions out of past students and Teamchers
- Embedding strategy takes time – create space for teachers, and support staff to adjust.
- Sustainability is a key factor to success