



Knowledge & Creativity
European University



D1.1

Multi-level KreativEU Organigram



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D1.1

Multi-level KreativEU Organigram

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Abstract	This document resumes the functioning of the multi-level structure of the KreativEU Alliance

History of Changes Table			
Date	Version	CHANGE	JUSTIFICATION
20.06.2025	V2.0	The Executive Summary was added.	To ensure compliance with the recommendations of the European Commission.
20.06.2025	V2.0	The names of the Members of each governing body were removed.	To safeguard individuals' rights and freedoms in relation to personal data in compliance with national and EU legislation.

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EXECUTIVE SUMMARY

This deliverable, D1.1 KreativEU Multi-level KreativEU Organigram, developed within the Erasmus+ project KreativEU (101177256 – ERASMUS-EDU-2024-EUR-UNIV) under Work Package 1: KreativEU governance and management, resumes the functioning of the multi-level structure of the KreativEU Alliance and comprehend the governance structure and the composition and responsibilities of each governing body. The KreativEU alliance functions with a multi-level governance, to ensure a transparent and inclusive decision making combined with effective management and control, and also grant sustainability and openness to new universities and stakeholders joining the alliance.

The three levels envisaged are:

1. First Level – Network Governance:
 - **GENERAL ASSEMBLY**
 - **STUDENT UNION**
 - **MANAGING BOARD**
2. Second Level – Project Governance:
 - **STEERING COMMITTEE**
 - **ADVISORY BOARD**
 - **QUALITY CONTROL TEAM**
 - **FINANCES TEAM**
 - **KEY PROJECT TEAM**
 - **MONITORING & EVALUATION TEAM**
 - **DATA PROTECTION TEAM**
3. Third Level – Activity Governance:
 - **WP2 – KreativEU Education**
 - **WP3 - KreativEU Research**
 - **WP4 - KreativEU Culture with and for Society**
 - **WP5 - KreativEU Knowledge-creation and design network on Smart Sustainability**
 - **WP6 - KreativEU Heritage European Campus**
 - **WP7 - KreativEU Mobility**
 - **WP8 - KreativEU Communication, Dissemination, and Exploitation**

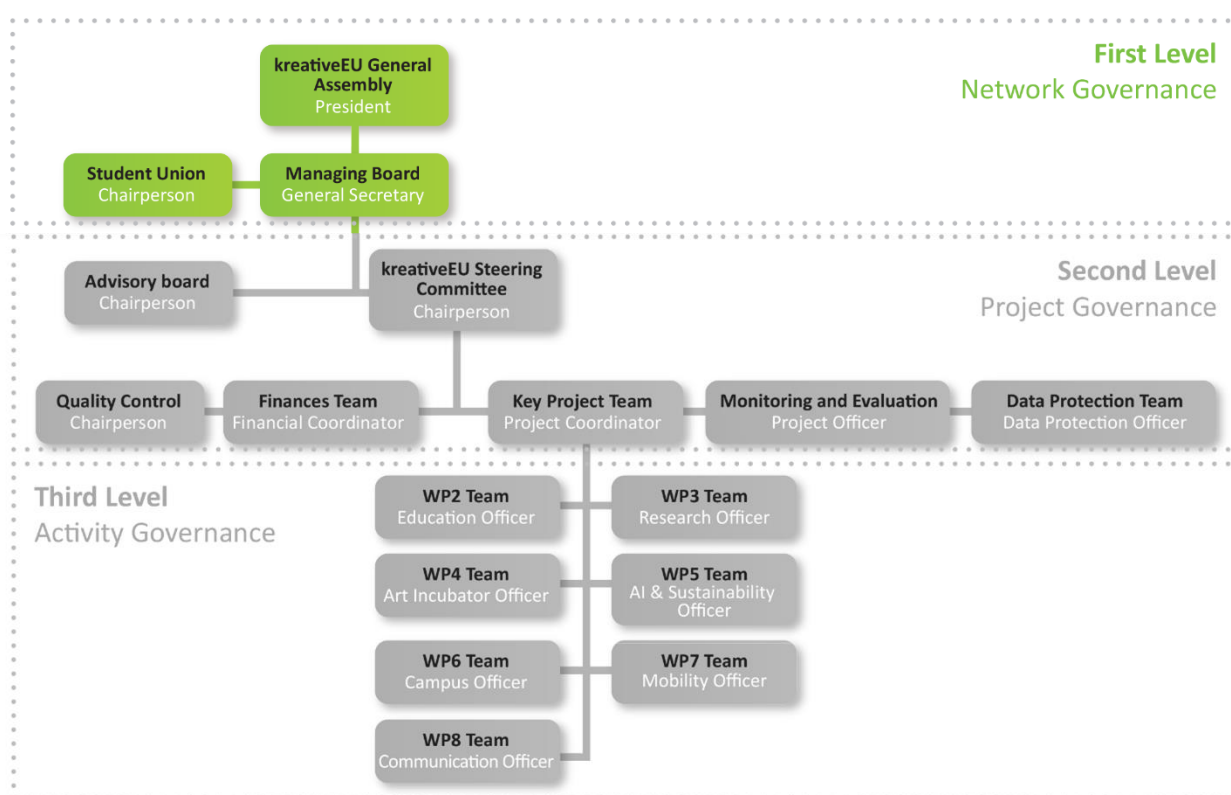
The names and contacts of the Members of each governing body are made available on MS Teams, which is the primary platform for ongoing communication, sharing of documents, and other relevant information within the KreativEU Alliance. Updates are made on a regular basis as to record the overall evolution of the persons enrolling in the KreativEU governing bodies.

This deliverable, signed by all HEIs involved, is the basis for the governance of the Network. It has been prepared collaboratively by the Polytechnic University of Tomar with contributions from all partners, ensuring alignment with the KreativEU's objectives and the shared interests of the Higher Education

Institutions involved.

This Multi-level KreativEU Organigram builds upon the KreativEU Consortium Agreement and Grant Agreement. It is conceived as a living document, subject to revision and approval by the Steering Committee, to remain responsive to the evolving needs of the Higher Education Institutions involved. Amendments require approval by a simple majority of all Members of the Steering Committee.

1. FIRST LEVEL - NETWORK GOVERNANCE



1.1 GENERAL ASSEMBLY

The KreativEU General Assembly shall **consist of the Rectors or Presidents** of the Parties, which are members of the Alliance, as voting members. The General Assembly shall act as a collegial body and will always seek consensus among its members. The General Assembly is chaired by the President of the KreativEU. The office of the President shall be assigned, during the first four years of the Alliance (corresponding to the pilot phase) to the President of the Polytechnic University of Tomar, the Coordinator. Once the pilot phase is completed and duly reported to the EU Commission, members of the General Assembly shall elect by simple majority a representative to serve as the President for a period of 2 years. Before the end of this 2-year term, the General Assembly shall have to decide collegially

and agree on the procedures for the election of the next President, and the length of term he/she shall serve.

The **General Secretary**, representing the Managing Board, as well as the chairperson of the Student Union and the chairperson of the Advisory Board shall always be invited to the General Assembly as non-voting members, they shall participate in the discussion and give their opinion and advice on strategic decisions. On certain occasions, other persons may attend the General Assembly by invitation, without the right to vote.

The Parties agree to carry out their obligations under this Consortium Agreement and the Grant Agreement in adherence with the decisions made by the General Assembly. This does not prevent the Parties to submit a dispute to resolution in accordance with the provisions in Section 11.9.

1.1.1 Responsibilities

The General Assembly shall have the following prerogatives:

- determination of and assessment on the strategic direction of the Alliance;
- financial supervision;
- and administrative management notably the admission/exclusion of members.

The President of the General Assembly shall have the powers specifically granted to him/her. In particular, he/she shall:

- represent the KreativEU Alliance at meetings with international and European bodies and with other third parties;
- manage and chair meetings of the General Assembly unless decided otherwise in a meeting of the General Assembly;
- monitor the implementation of the decisions taken by the General Assembly;
- direct and supervise the work of the Secretary General (and thus of the Managing Board and of the Steering Committee).

The General Assembly shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the General Assembly:

Content and Finances

- Proposals for changes related to the general and specific operational procedures for the Governing Bodies;
- Proposals for changes to Attachment 1 of this Consortium Agreement (the Grant Agreement and its Annexes) to be agreed by the Agency;
- Proposals for changes to Attachment 2 (Budget breakdown per Party) of this Consortium Agreement;
- Proposal for submission of an extended Action funded by the Agency.

Evolution of the Consortium

- Entry of a new Party to the Consortium and approval of the settlement

- on the conditions of the accession of such a new Party;
- Withdrawal of a Party from the consortium and the approval of the settlement on the conditions of the withdrawal;
- Identification of a breach by a Party of its obligations under this Consortium Agreement and/or the Grant Agreement;
- Declaration of a Party to be a Defaulting Party;
- Remedies to be performed by a Defaulting Party;
- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto;
- Proposal to the Agency for a change of the Coordinator;
- Proposal to the Agency for suspension of all or part of the Project;
- Proposal to the Agency for termination of the Project and the Grant Agreement;

Validations

- Validate reports to the Agency;
- Validate progress reports from the Governing Bodies.

1.2 STUDENT UNION

The Student Union shall consist of **two elected student representatives** from each Party, called Student Ambassadors, elected by a democratic body at their home institution. The ambassadors should be elected for at least one year, if possible. In case of a vacancy, the local student representative body must appoint a new ambassador within one month. Membership is voluntary and decided upon at the local level.

1.2.1 Responsibilities

The Student Union shall be a democratic body representing the student perspective in the KreativEU Alliance. The Student Union shall protect students' interests and deliver recommendations for the strategic direction of the Alliance, electing:

- a chairperson who shall take part as a non-voting member in all General Assembly meetings;
- one representative to take part in all of the WPs Teams meetings, acting as a non-voting member.

Specific operational procedures governing the Student Union shall be set in its Statutes.

1.3 MANAGING BOARD

The Managing Board shall consist of **one Board Member per Party**. Each Board Member may be assisted and represented by another person, without voting rights. Members of the Managing Board shall be high level representatives (Vice-Rectors, Executive Directors and such) appointed for an indefinite period.

1.3.1 Responsibilities

The Managing Board is responsible for implementing the decisions of the General Assembly. The Board follows the progression of the Alliance's work closely, including the progress of the deliverables of the eight work packages. It will ensure that their implementation is efficient, by putting in place rules of good governance and optimal operational procedures for internal control.

In support of the General Assembly, it is also responsible for the administrative and financial management of KreativEU. This management includes notably:

- the monitoring of expenditures;
- the nomination and appointment of the General Secretary, the Project Officer and the Financial Coordinator;
- the management of grants.

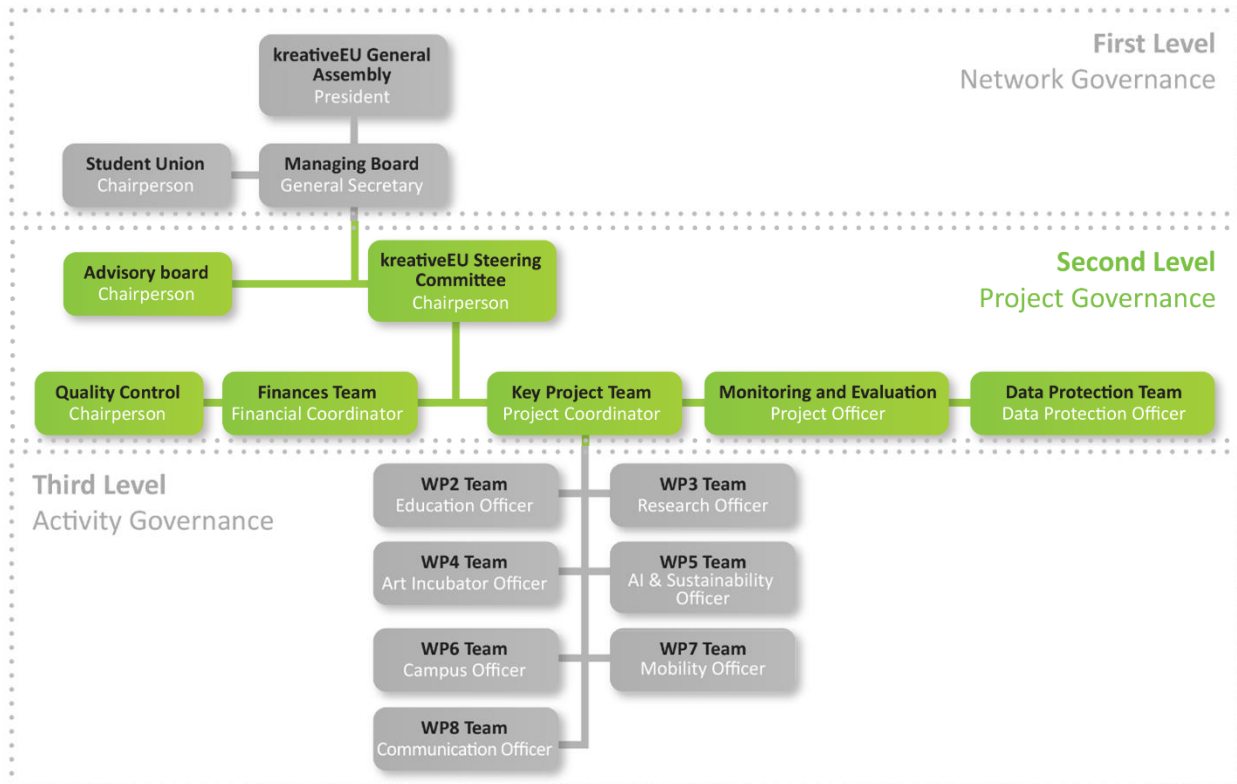
The Board shall act as a collegial body. It shall always seek consensus among the Members, setting up working groups, the functioning of which will be defined in the internal regulations.

Managing Board Members shall elect their chairperson, the **General Secretary**. The General Secretary will be entrusted with supervising the day-to-day management of the Alliance, ensuring that strategic decisions taken by the General Assembly are implemented by the Managing Board, and effectively reach the lower governance bodies. In particular, he/she will have the responsibility of:

- assisting the President of KreativEU during General Assembly meetings, acting as secretary with no voting power;
- ensuring the day-to-day management of KreativEU;
- directing and supervising, where appropriate, the Financial Coordinator;
- monitoring the work of the second level governance and management bodies by chairing the Steering Committee.

Furthermore, the General Secretary shall act as chairperson of the Steering Committee for each of the projects coordinated by the KreativEU Alliance, sending a proxy when necessary, reporting outcomes to the Managing Board and to the General Assembly. Considering all of the above, it is expected that the figure of the General Secretary shall be the link between the first and second governance levels.

2. SECOND LEVEL - PROJECT GOVERNANCE



2.1 STEERING COMMITTEE

This body shall be composed by **one Member per Party involved** in the project, holding the right to vote, and a further six Members without voting rights:

- the Project Coordinator as representative of the Key Project Team;
- the Quality Officer as representative of the Quality Control Team;
- the Financial Coordinator as representative of the Finances Team;
- the Project Officer as representative of the Monitoring and Evaluation Team;
- the Data Protection Officer as representative of the Data Protection Team;
- the Chairperson of the Advisory Board representing stakeholders and associated partners.

The Steering Committee shall be chaired by the General Secretary.

2.1.1 Responsibilities

The Steering Committee shall have the responsibility of:

- approving most of the deliverables;
- handling risks and taking decisions impacting activities at project level;
- taking responsibility in front of the Managing Board for the implementation

- of the project plan, the transparency and correctness of financial expenditure, high quality of deliverables and activities, and the achievement of the outcomes needed to deliver on the Alliance’s strategic goals;
- in case of non-compliance or negligence by the Key Project Team on the Quality Control Team opinion about the deliverables, the Steering Committee shall take the necessary decisions to enforce compliance and due diligence;
- through its chairperson, regularly update and report to the upper governance levels, namely to the Managing Board and to the General Assembly.

2.2 ADVISORY BOARD

The Advisory Board shall be composed by **one representative of each Associated Partner**, i.e. those organisations that have endorsed the KreativEU Alliance and its mission at Erasmus+ grant application stage, or later, during the project implementation.

The Advisory Board shall be also composed by Honorary Partners, i.e. natural persons or legal entities that are invited to the Advisory Board due to their potential strategic contribution but have not endorsed “officially” the Alliance and its strategic goals. Each Party shall appoint two Members as Honorary Partners. They may be invited to share their expertise as advisers to the General Assembly.

2.2.1 Responsibilities

The Advisory Board is expected to act at both strategic and project levels, as stakeholders’ engagement is one of the keys to fulfilling KreativEU’s vision. Through the Advisory Board, stakeholders shall have the opportunity to advise the General Assembly on matters relevant to their roles in the Alliance through their spokespersons, and to advise the Steering Committee in certain aspects such as communication, evaluation of the achievement of project goals, future sustainability, and to play an active role in the implementation of the activities foreseen.

2.3 FINANCES TEAM

The Finances Team shall be composed of the **Financial Managers appointed by each Party**.

2.3.1 Responsibilities

This body is responsible for overseeing and authorising all project-related expenses, and also of overseeing the financial reporting process. This body will

be chaired by the Financial Coordinator, appointed by the Coordinator, which shall have the responsibility of the overall financial expenditure and reporting to the Steering Committee and the Agency.

2.4 QUALITY CONTROL TEAM

The Quality Control Team shall be composed of **two experts from each Party**: one shall be an expert in teaching and the other an expert in research, chaired by the Quality Officer, elected by his/her peers.

2.4.1 Responsibilities

This body shall be collegially in charge of periodically reviewing and assessing the quality of all relevant project deliverables, providing their overall opinion as feedback to the Key Project Team, through e.g. recommendations and minority reports on the quality of each deliverable. The Key Project Team shall then inform the responsible WP Leader and Co-Leader, who shall take any necessary steps within the WP Team to improve the quality and correct shortcomings. The Quality Officer shall report periodically (every year) to the Steering Committee about the overall quality level of deliverables and activities, and on the reception of the body's opinions and recommendations by the Key Project Team. In case of non-compliance or negligence by the Key Project Team as a whole or specific Members, the Steering Committee shall take the necessary decisions to enforce compliance and due diligence.

2.5 MONITORING AND EVALUATION TEAM

The Monitoring and Evaluation Team shall be composed of **one representative responsible for monitoring from each Party**. It shall be chaired by the Project Officer directly appointed by the Coordinator.

2.5.1 Responsibilities

The role of this Monitoring and Evaluation Team shall be to prepare the periodical Monitoring Reports (every six months) and Evaluation reports (every two years), and report, through the Project Officer, to the Steering Committee about the timing of project activities' implementation, as well as on the progresses made in achieving project outcomes. The Steering Committee, based on the data provided by the Monitoring and Evaluation Team, shall take the necessary steps and decisions to correct any mistakes, or respond to delays and shortcomings flagged by the Monitoring and Evaluation Team.

2.6 DATA PROTECTION TEAM

The Data Protection Team shall be composed of the **Data Protection experts appointed by each Party**. This body shall be chaired by the Data Protection Officer, appointed by the Coordinator.

2.6.1 Responsibilities

The Data Protection Team shall be in charge of ensuring the internal application of relevant national and EU legislation on data protection, AI and cybersecurity. KreativEU shall comply with its responsibilities and obligations and shall ensure that appropriate technical and organisational measures are in place to protect individuals' personal data, and their privacy. The Data Protection Team shall have the responsibility of:

- establishing the data protection policy and procedures for the KreativEU Alliance;
- giving advice and recommendations about the interpretation or application of the data protection rules and about how to ensure cybersecurity;
- handling queries or complaints;
- and reporting to the Steering Committee.

2.7 KEY PROJECT TEAM

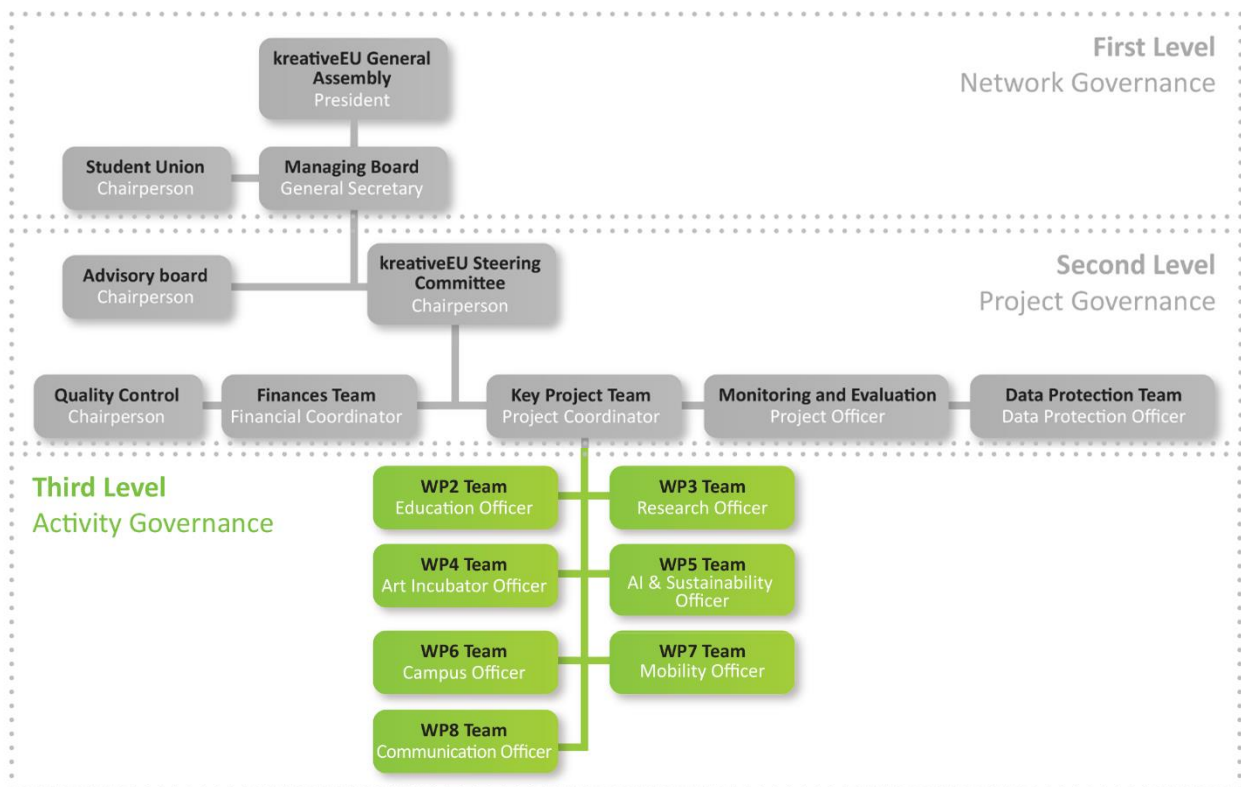
The Key Project Team shall be the main body managing the project. It shall be chaired by the **Project Coordinator, an executive figure directly appointed by the Coordinator (responsible for WP1)**. The body shall also include the Leaders and Co-Leaders of WP2, WP3, WP4, WP5, WP6, WP7 and WP8. In more detail it shall be composed by:

- The KreativEU Project Coordinator;
- The KreativEU Education Officer and Co-Officer, appointed by the Parties responsible for WP2, coordinating the WP2 Team;
- The KreativEU Research Officer and Co-Officer, appointed by the Parties responsible for WP3, coordinating the WP3 Team;
- The KreativEU Art and Heritage Incubator Officer and Co-Officer, appointed by the Parties responsible for WP4, coordinating the WP4 Team;
- The KreativEU AI & Sustainability Officer and Co-Officer, appointed by the Parties responsible for WP5, coordinating the WP5 Team;
- The KreativEU Inter-University Campus Officer and Co-Officer, appointed by the Parties responsible for WP6, coordinating the WP6 Team;
- The KreativEU Mobility Officer and Co-Officer, appointed by the Parties responsible for WP7, coordinating the WP7 Team;
- The KreativEU Communication Officer, appointed by the Coordinator, coordinating the WP8 Team.

2.7.1 Responsibilities

The Key Project Team shall have the role of executing the decisions taken by the Steering Committee and transmitting them to the lower level for implementation, notably to the work packages Leaders and Co-Leaders. The Key Project Team as a whole shall report to the Steering Committee for any project level risk or decision, and handling the day-by-day management of all tasks.

3. THIRD LEVEL - ACTIVITY GOVERNANCE



3.1 WPS TEAMS

The WP Teams shall be set up for WP2, WP3, WP4, WP5, WP6, WP7 and WP8. Each shall comprise the **Work Package Lead and Co-Lead, and a representative from each Party** along **one student representative** appointed by the KreativEU Student Union. In addition, the work package meetings may include the Communication Officer or the Project Coordinator as an observer. WP Teams shall gather academic and professional expertise to plan, coordinate, deliver and approve the activities, milestones and deliverables of the work package. WP Teams shall be able to create Task Forces as needed, to carry out specific activities and decide on specific matters. Task Forces shall gather typically two to three Parties, even though more can take part, with one of the Parties assuming the lead.

3.1.1 Responsibilities

The several WP Teams have the responsibility of coordinating and supervising the eight Work Packages, guiding the smooth day-by-day management of the Human Resources involved. WP Lead and Co-Lead shall:

- ensure and take responsibility for the performance and progress of the work package with regard to the overall work plan. In particular, they shall monitor the progress of the WP against time and budget allocations, and ensure that the work package fulfils the objectives listed as milestones and deliverables;
- alert the Project Coordinator in case of delay or default in the performance of the WP, or in case of issues that require coordination across the WPs;
- cascade any relevant information to the WP Team members;
- plan the work of the WP interfacing with the Communication Officer;
- deliver regular progress reports (e.g. through a progress dashboard) on the work of the WP;
- prepare proposals for the update of the work plan (if needed);
- plan and manage the meetings of the WP Team.

The WP2 Team is in charge of managing activities on KreativEU Education, the WP3 Team is in charge of the KreativEU Research-related activities, the WP4 Team manages activities related to the transnational Art Incubator, the WP5 Team manages activities related to AI & sustainability challenges, the WP6 Team shall coordinate the implementation of the KreativEU Inter-University Campus, the WP7 Team manages the mobility of students, experts, professors and stakeholders, and the WP8 Team is in charge of implementing communication and dissemination activities. All WPs Teams shall cooperate with the other WPs Teams on specific tasks that require alignment across Work Packages and liaise with the WP8 team, to communicate and disseminate information effectively on the actions of the Work Package.

Within all these Teams, Task Forces may be created, to tackle specific problems or undertake specific tasks or subtasks. They shall deliver specific activities and ensure it gets appropriate and timely input from the other Parties in order to complete the task. The Task Force Leader shall provide inputs on the progression of the tasks to the responsible WP Coordinator supporting him/her in this way for the reporting towards the Key Project Team. Procedures and meetings of the Task Forces shall be decided by the Leader.

4. SIGNATURES

The Parties have caused this organigram to be duly signed by the undersigned authorised representatives in separate signature pages the Effective Date first above written.

INSTITUTO POLITECNICO DE TOMAR (IPT)
the Coordinator

Signature

Name
João Freitas Coroado

Title
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Date
June 2025

STOPANSKA AKADEMIA DIMITAR A. TSENOV (TAE)

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Marin Marinov

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Rector

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JIHOČESKÁ UNIVERZITA V ČESKÝCH BUDEJOVICÍCH (USB)

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Pavel Kozák

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Date

June 2025

UNIVERSITA DEGLI STUDI DI CAMERINO (UNICAM)

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Graziano Leoni

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Rector

Date

June 2025

UNIVERSITAET GREIFSWALD (UG)

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Juliane Huwe

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Head of Administration and Finance

Date

June 2025

read and agreed:

Signature

Name

Dorthe G. A. Hartmann

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Institutional Coordinator

STICHTING BREDA UNIVERSITY OF APPLIED SCIENCES (BUas)

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Name

Jorrit K. Snijder

Title

President of the Executive Board

Date

June 2025

POLITECHNIKA OPOLSKA (OUTech)

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Aneta Kucińska-Landwójtowicz

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Vice-Rector

Date

June 2025

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