



COLOURS
European University Alliance

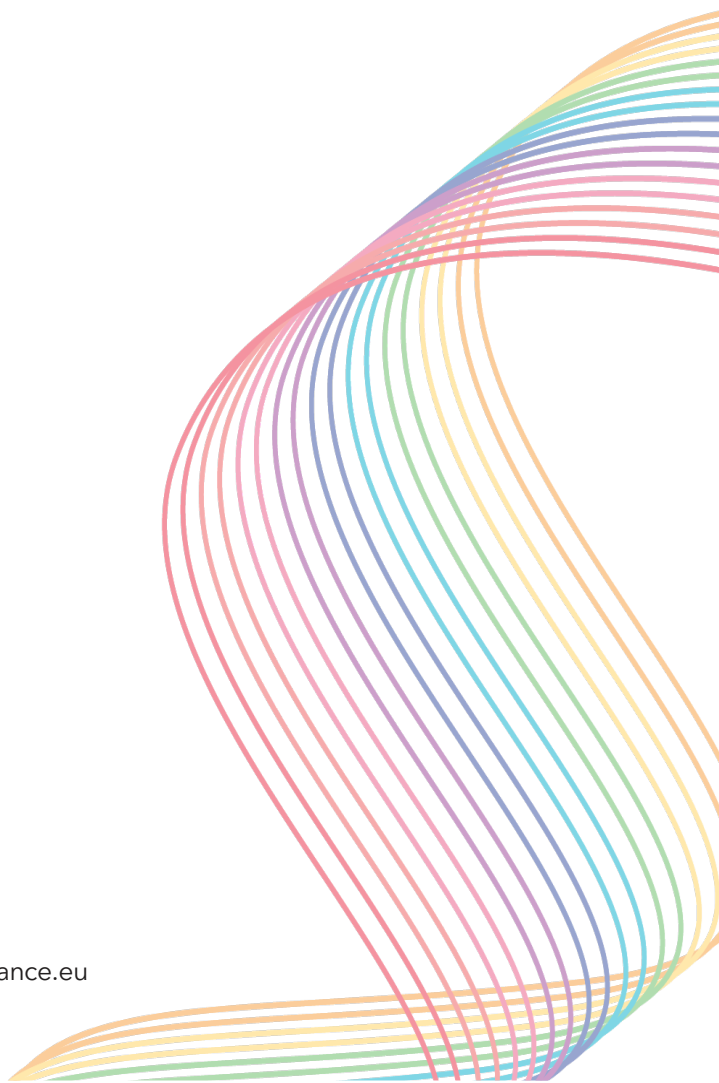
COLOURS Charter of Rules and Procedures

DELIVERABLE 1.1



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Executive Summary

The COLOURS Charter of Rules and Procedures, D1.1, outlines the governance structure and operational procedures for the European University Alliance COLOURS. The document begins with an introduction to the COLOURS governance framework, which is divided into strategic and managing levels. The strategic level includes the COLOURS Strategy Board, the COLOURS Student Forum, and the COLOURS Convention. The managing level involves the COLOURS Steering Committee and the COLOURS External Advisory Board. The Charter of Rules and Procedures details the operational procedures for meetings, such as representation, convening, agenda setting, minutes, and voting processes. Specific roles and responsibilities are defined for various bodies within the organization, including the COLOURS Strategy Board, Steering Committee, External Advisory Board, and Student Forum. Additional sections address the roles and responsibilities of the COLOURS Coordination and Support Office, the COLOURS Implementation Office Leads, Work Package Leads, and Associated Partners. The Charter also covers sustainability, conflict management, revisions, and legal status, along with guidelines for information management and communication. Annexes provide further details on the Student Forum's charter, including its rules, composition, organization, mandates, meetings, voting regulations, identity, and external communication.

The Charter of Rules and Procedures was designed in a collaborative process involving all Consortium Members. It has been reflected and reviewed in three meetings of the Steering Committee, SC. The SC recommended the given version for approval to the COLOURS Strategy Board, who approved the document during their meeting on 17 June 2024.

We sincerely thank the ENHANCE European University Alliance for providing a draft of their Charter of Rules and Procedures. Their draft was instrumental in helping us take the initial steps in developing our own Charter, highlighting the importance of collaboration and mutual support.

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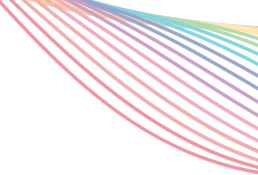


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Glossary of Abbreviations

Abbreviation	Definition
AP	Associated Partner
CC	COLOURS Convention
CIO	COLOURS Implementation Office
CSB	COLOURS Strategy Board
CSO	Coordination and Support Office
EAB	External Advisory Board
GA	Grant Agreement
SC	Steering Committee
SCA	Student Chief Ambassador
SF	Student Forum
SUP	Student Union President
SVP	Student Vice President
WP	Work Package
WPCL	Work Package Co-Lead
WPL	Work Package Lead

PREAMBLE

COLOURS is a European University Alliance comprising nine Higher Education Institutions, (hereafter 'Consortium Members'): Paderborn University, Germany, as coordinator; University of Ferrara, Italy; Kristianstad University, Sweden; Josip Juraj Strossmayer University of Osijek, Croatia; Jan Dlugosz University in Częstochowa, Poland; University of Castilla - La Mancha, Spain; Le Mans University, France; University St. Kliment Ohridski - Bitola, North Macedonia; and Ventspils University of Applied Sciences, Latvia.

The COLOURS Mission Statement describes the goals and ambition of founding this European University Alliance as follows:

*"Based on a shared vision to deeply intensify our transnational collaborations in a sustainable, co-creative community of practice, we - nine universities with strong regional connections and partnerships - have joined forces to form the European University Alliance **COLOURS** (**COL**laborative **innO**vative **sU**stainable **R**egional **univerS**ities). We are united by a willingness to transform our existing partnerships into a dynamic European inter-university ecosystem, which is open and responsive to the needs and challenges of our times. Each individual institution will use the power of this strong Alliance to generate multiple benefits for European societies. (...)*

Widely spread across Europe, all members of the COLOURS Alliance are universities with a self-proclaimed identity as regional drivers of innovation, expressed through a strong focus in teaching, research and knowledge transfer. What unites us is a deep commitment to apply open innovation methodologies to a) foster transformation capacities, b) create innovation and c) contribute to a sustainable development of our diverse regions.

Together, all partners envision a world in which European Higher Education Institutions play an active role as integrated partners in dynamic, regional innovation ecosystems. Each member of the COLOURS Alliance is a key player and accelerator of innovation in its regional innovation environment and has excellent connections to partners from academia, industry, public bodies, and society. Our exceptionally strong regional ties generate a powerful multiplier effect and give COLOURS members a unique opportunity to create and share knowledge with stakeholders from our own surrounding semi-urban areas. Building upon our complementary strengths, the COLOURS partners will establish innovative forms of cooperation across national borders and institutional boundaries."¹

¹ COLOURS Mission Statement, p. 2

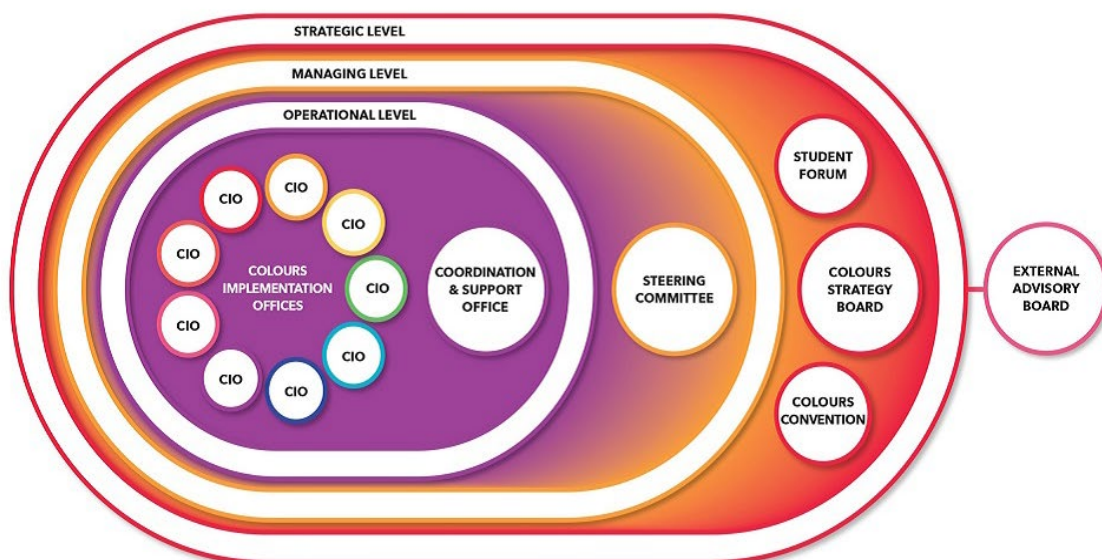
1 COLOURS GOVERNANCE - INTRODUCTION

The COLOURS Alliance aims for a profound and systemic transformation of nine academic institutions that strive to co-create a role model for an innovative, value-driven, and sustainable European University. In line with this long-term objective, the COLOURS management will not be designed to steer just another “project” within a specific time frame. Instead, the COLOURS governance structure will embrace and unite all Consortium Members via an integrated, co-creative approach, which is responsive towards new ideas and adaptable to changing conditions, allowing the COLOURS Alliance to be inclusive, sustainable, and proactive beyond the initial funding period.

With a particular focus on diversity, democracy, equality, and inclusion, the COLOURS governance structure reflects the core values of the Alliance. All bodies and committees of the management structure will be united by this jointly created Charter of Rules and Procedures, expressing a commitment to openness, mutual respect, diversity, and equal participation of all relevant actors on an eye-to-eye level.

Decision-making within the COLOURS Alliance will be confined solely to matters concerning the deliveries outlined in the Grant Agreement. Decisions will be based on input from all Consortium Members. Qualified advice from external organisations representing all elements of the Quadruple Helix (academia/education, economy, civil society and policy making/administration) will be taken into account. Students will have a powerful voice as key members of the Alliance: Student representatives from all nine Consortium Members will be represented in all decision-making bodies of the governance structure and will support the co-creation of the educational offers and activities of the Alliance. They will also be involved in the role of organisers of activities as specified in the Grant Agreement, and beneficiaries of programmes and resources.

The visual below showcases the interrelated governance structure of the COLOURS Alliance. All governance bodies and decision-making structures will be described in this Charter:



2 COLOURS GOVERNANCE – STRATEGIC LEVEL

Three bodies form the strategic level of the COLOURS governance: The COLOURS Strategy Board (CSB), the Student Forum (SF) and the COLOURS Convention (CC).

2.1 COLOURS Strategy Board

The **COLOURS Strategy Board (CSB)** consists of 18 members and is the highest executive body responsible for strategic decisions in the Alliance. It is inherently interconnected to the managerial and operational governance bodies. The CSB is composed of:

- The 9 presidents or vice presidents/rectors or vice-rectors of the Consortium Members. The COLOURS President is one of these 9 presidents.
- 9 COLOURS Student Chief Ambassadors (the role is defined in 2.2), including one COLOURS Student Vice President.
- The COLOURS Managing Director is a permanent guest in the CSB without the right to vote.

The CSB is chaired by the **COLOURS President** whose deputy is the **Student Vice President**. The COLOURS Presidency will always be linked to the coordinating Consortium Member. The Executive Board of the coordinating Consortium Member will nominate the COLOURS President for the duration of the respective funding period of the Alliance. In case of resignation, the Executive Board of the coordinating Consortium Member will nominate a new President as soon as possible, following the internal rules of this institution.

2.2 COLOURS Student Forum

The **COLOURS Student Forum (SF)**² is comprised of 45 members, consisting of a delegation of 5 students from each COLOURS university. The delegations are nominated by the highest student council elected by all students of their respective Consortium Members or alternatively directly by the students if no student council exists. Ideally, but not mandatorily, the Student Forum will be comprised of a variety of 1st (Bachelor) 2nd (Master) and 3rd (PhD) cycle students.

- The student delegation at each university needs to be composed of 2 elected students minimum. The 3 remaining positions are open for any student of the respective university if no further student can be elected. In that case, the CIO Lead of the respective university, together with the Student Union President (or the nominated representative) will decide among the candidates. Students of all cycles can express their interest in joining the COLOURS Student Forum to the CIO at their university.

² For details regarding the COLOURS Student Forum, see the Student Forum Charter attached as an [annexe to this document](#).

- Each delegation will select one Student Chief Ambassador among themselves who will lead their student delegation.
- The nine Student Chief Ambassadors are comprised of:
 - a) Originally, the student union presidents (or equivalent roles in universities without a student union) in each of the Consortium Members.
 - b) Subordinately, Student Chief Ambassadors could be representatives of the student union presidents (or equivalent) nominated by the union presidents (or equivalent) via a signed declaration. With this nomination, they will be considered as COLOURS Student Chief Ambassadors. The CSO will create the form to be signed and will collect the confirmations.
- The Student Union President (or equivalent) of the Consortium Member is automatically a member of the Student Forum. If they cannot fulfil this role, they can delegate the role to a nominated representative among the student delegates from their university. Only Student Union Presidents (or equivalent) or their nominated representatives are eligible to attend the COLOURS Steering Committee.
- Among the 9 Student Chief Ambassadors (Student Union Presidents or their nominated representatives from each university), the SF will select one leading ambassador to organise and chair the meetings and act as the Student Vice President of the Alliance. This representative can be re-elected or replaced by a new chair annually.
- The Student Forum can describe the details of their involvement in their own COLOURS Student Forum Charter. This Charter needs to align with the Grant Agreement and the Charter of Rules and Procedures.
- The composition of the student delegation of each Consortium Member shall be diverse, ensuring a representation that is gender mixed.
- The Student Chief Ambassadors are assigned to the Work Packages as defined in the COLOURS Student Forum Charter.
- The assignment of the Student Chief Ambassadors will be discussed in the SF and voted on during a Student Forum Meeting. According to the Student Forum Charter, a 2/3 majority of all attending members is needed to validate a decision. Voting can only take place if 2/3 of all voters are present or represented. Each Consortium Member has to be represented by at least 1 student attending the meeting.
- Student Chief Ambassadors can change if the delegates are unable to fulfil the role. Each change needs a confirmation from the Student Forum.
- The remaining students of the Student Forum will take part in the remaining Work Packages in accordance with their preferences and abilities.

The SF will create ideas, provide feedback and suggest perspectives for the future development of the Alliance. The SF will self-organise virtual meetings at least once per semester to discuss COLOURS-related topics and agree upon a common stance. Decisions within the SF will be taken as a majority-based vote. The perspectives and ideas generated during SF meetings will be fed into the CSB and the CC via the student representatives in these two bodies.

To ensure the uptake of the students' ideas and feedback, the Student Chief Ambassadors of each university will automatically be part of the CSB. The SF also sends 18 representatives to the CC. The 9 Student Chief Ambassadors of the CSB will automatically be part of the CC. The other 9 student representatives in the CC will be elected through a voting in the SF. The Alliance will encourage the SF to meet and work together intensively, also via digital tools offered via the CoHub.

The SF may invite members from the other non-student governance bodies and alliance members, to partake in their activities for co-creation, guidance, advice, mentoring, support, observers on meetings etc. while keeping the autonomy for any kind of decision within the student body.

2.3 COLOURS Convention

The COLOURS Convention (CC) consists of representatives from all status groups from all Consortium Members as main participants. These are:

- Up to 18 representatives of the SF, including the 9 Student Chief Ambassadors, among those the Student Vice President.
- Up to 18 representatives of academic staff from each Consortium Member, including the 9 university Presidents or Vice Presidents.
- Up to 18 administrative staff per Consortium Member, including CoSpace Officers, EDI Officers and Implementation staff.
- Up to 9 representatives of the COLOURS External Advisory Board.

The CC plays a key role in the COLOURS governance and is held alongside the annual conference. As the main forum for all status groups involved, the CC gives feedback and makes recommendations to the CSB. These recommendations are non-binding and do not need a formal vote, but the CSB will take them into account and will reflect them in the Steering Committee and the COLOURS Strategy Board (in case of major concerns or recommendations with a major impact on the Alliance).

The CC can be used as a test bed for a sustainable model of governance to last beyond the funding period. The CC will be chaired by the COLOURS President and by the Student Vice President as deputy.

3 COLOURS GOVERNANCE - MANAGING LEVEL

3.1 COLOURS Steering Committee

The **Steering Committee** (SC) consists of:

- The 9 COLOURS Implementation Office Leads (CIO Leads), appointed by each Consortium Member.
- 9 additional Representatives, such as WP-Leads and Co-Leads, appointed by each CIO Lead.
- The COLOURS Managing Director.
- The COLOURS Student Vice President and 1 Student Chief Ambassador.

The SC is the leading management body of the Alliance, responsible for guiding and supporting the operational level of COLOURS, including the operation, strategy, and tactics, as well as other managerial aspects.

The SC continually monitors the progress of the Alliance and the successful delivery of the work programme according to the Grant Agreement. The Alliance's progress is monitored and supported by the Coordination and Support Office (CSO - see below "Operational Level") in collaboration with the COLOURS Implementation Offices (CIO - see "Operational Level"). The SC will meet virtually four times a year. It will address relevant issues related to the project, including monitoring its progress. On this occasion, integrating feedback from the Quality Officer, operational guidelines and recommendations will be provided, if necessary, for the smooth and successful progress of the project.

The SC is responsible for mediating and resolving conflicts within the Alliance. Potential disputes which cannot be solved internally will be addressed in writing to the SC.

The SC is informed about the Alliance's budget and gives a validation regarding potential requests for budgetary amendments to be submitted to the Project Officer of the Funding Organisation. Upon request by the SC, relevant input from the SC will be forwarded to the CSB via a sharing of minutes or reports about specific decisions. If in line with the Grant Agreement, the SC will turn strategic recommendations from the CC and the CSB into concrete activities.

The SC members may decide to invite other Alliance-related staff to join the SC as reporting guests with no voting rights, to ensure the coverage of all administrative and financial tasks if needed. In addition, further experts and guests can be invited. In case of conflicts, a 2/3 majority of SC members need to approve the invitation of guests. The SC reports to the CSB.

3.2 COLOURS External Advisory Board

The **External Advisory Board (EAB)** consists of

- Up to 9 Open Science and Open Innovation specialists nominated by Consortium Members in the process of the proposal design.

As a consultative board, which can be called for advice from any of the governance bodies, the EAB advises on COLOURS activities as well as on developments and trends in European higher education. The EAB will enable the COLOURS governance to remain a learning community which constantly strives to overcome barriers to cooperation in the European Education Area. Comprising a committee of experts, the EAB makes recommendations to the Steering Committee and the Strategy Board.

The CSO will send regular reports about the Alliance to the EAB. Their feedback and recommendations will be used to inform strategic decisions within the CSB. Both the CSB and SC can invite members of the EAB with expertise of relevance to items on the agenda to their meetings if needed. In addition, the EAB members take part in the annual conferences, including the Colours Convention.

All EAB members will be invited to sign a Non-Disclosure Agreement related to all topics and proceedings encountered within the Alliance.

4 COLOURS MANAGEMENT - OPERATIONAL PROCEDURES

4.1 Representation in COLOURS Governance Body Meetings

Any COLOURS Alliance representative who is a member of the governance bodies described above (hereafter 'member'):

- a) should be represented at all meetings of the COLOURS governance bodies.
- b) may appoint a proxy to attend and vote at any COLOURS governance body meeting if they are unable to attend.
- c) shall participate in all meetings of the COLOURS governance bodies in a cooperative manner.

4.2 Convening of COLOURS Governance Body Meetings

a) The Chair of a COLOURS governance body, or a member of the COLOURS Coordination and Support Office on their behalf, shall convene regular meetings of that governance body. An extraordinary meeting can be scheduled as described below:

COLOURS Strategy Board:

Ordinary Meeting: Twice a year

Extraordinary Meeting: Any time the CSB decides to hold an additional meeting, or upon written request of the Steering Committee, the External Advisory Board or 1/3 of the Members of the COLOURS Convention

COLOURS Steering Committee:

Ordinary Meeting: Four times a year

Extraordinary Meeting: Any time upon request of individual members of the Steering Committee, or by the Chair of the COLOURS Strategy Board

COLOURS Student Forum:

Ordinary Meeting: At least two times a year

Extraordinary Meeting: Any time upon request of individual members of the Student Forum.

COLOURS Convention:

Ordinary Meeting: Once a year

Extraordinary Meeting: Any time upon written request of the Steering Committee or the COLOURS Strategy Board

COLOURS External Advisory Board:

Ordinary Meeting: At least once a year. The EAB can decide to conduct further meetings if a majority of voting members consider them necessary

Extraordinary Meeting: Any time upon written request of the COLOURS Strategy Board or 1/3 of the members of the External Advisory Board

b) Ideally, dates of all Governance Board Meetings will be defined at the beginning of each calendar year. The dates will be shared by the CSO with all relevant actors and will be published on the COLOURS website. The Chair of a COLOURS governance body, or a member of the COLOURS Coordination and Support Office (CSO) on their behalf, shall give notice in writing of a meeting to the members of that governance body. Wherever possible, the availability of members will be reviewed before a meeting date is confirmed but is not mandatory.

c) COLOURS Governance board meetings may be held in person, in a hybrid format, or virtually, paying utmost consideration to accessibility in accordance with the COLOURS EDI strategy and the environmental footprint. The format of the meetings will be agreed upon by the majority of the members of the board and will be communicated to members in advance.

4.3 Agendas and Minutes of COLOURS Governance Body Meetings

4.3.1 Preparing Meeting Agendas

a) The Chair or Co-chair of a governance body shall prepare the meeting agenda. The chairs can include the CIO Leads in asking for input on the agendas from each university.

b) The Chair, or a member of the COLOURS CSO on their behalf, shall share the written agenda and full briefing with all members no later than the minimum number of days preceding the meeting as indicated below. In the case of extraordinary meetings, these timelines can be shorter.

COLOURS Strategy Board

- Days to send the invitation and ask for input to the agenda: 35 calendar days
- Days to submit agenda items: 21 calendar days
- Days to send the agenda prior to the meeting: 14 calendar days
- Days to send a full briefing prior to the meeting: 14 calendar days

COLOURS Steering Committee

- Days to send the invitation and ask for input to the agenda: 35 calendar days
- Days to submit agenda items: 21 calendar days
- Days to send the agenda prior to the meeting: 14 calendar days
- Days to send a full briefing prior to the meeting: 14 calendar days

COLOURS Student Forum

- Days to send the invitation and ask for input to the agenda: 35 calendar days before the meeting
- Days to submit agenda items: 21 calendar days before the meeting
- Days to send the agenda prior to the meeting: 14 calendar days
- Days to send a full briefing prior to the meeting: 7 calendar days

COLOURS Convention

- Days to send the invitation and ask for input to the agenda: 35 calendar days before the meeting
- Days to submit agenda items: 21 calendar days before the meeting
- Days to send the agenda prior to the meeting: 14 calendar days
- Days to send a full briefing prior to the meeting: 14 calendar days

COLOURS External Advisory Board

- Days to send the invitation and ask for input to the agenda: 35 calendar days before the meeting
- Days to submit agenda items: 21 calendar days before the meeting
- Days to send the agenda prior to the meeting: 14 calendar days
- Days to send a full briefing prior to the meeting: 14 calendar days

4.3.2 Adding Meeting Agenda Items

a) Any member of a governance body may add an item to the original agenda by written notification to all members up to 7 calendar days preceding the meeting.

b) During a meeting, the members of a governance body present or represented can suggest adding a new item to the original agenda, if there is a unanimous agreement to do so.

4.3.3 Decisions without a Meeting

In case of specific urgencies requiring decisions within a close deadline, a decision of the COLOURS Strategy Board (CSB) may also be taken without a meeting if

a) the Steering Committee has given a clear recommendation or voting on how to proceed before the decision of the CSB.

b) the CSO circulates all necessary information and prepares a selection of potential options for decisions to all Members of the CSB, based on recommendations of the SC, with a deadline for responses of at least 10 calendar days after receipt and

c) the decision is agreed upon by 2/3 of all CSB members.

The CSO shall inform all CSB Members of the outcome of the vote.

A veto according to Section 4.5.3 may be submitted up to 15 calendar days after receipt of this information.

The decision will be binding after the CSO sends a notification to all CSB Members. The Coordinator will keep records of the votes and make them available to the Parties on request.

4.4 Minutes of COLOURS Governance Body Meetings

a) Written minutes shall be produced of all COLOURS governance board meetings, including documentation of the key meeting results and any actions to be taken. These minutes constitute the formal record of all decisions taken. Verbatim minutes are not needed.

b) To ensure shared standards and a central collection of all meeting outcomes, two representatives of the CSO are responsible for the organisational support of all meetings. This includes taking minutes, assuring time management and timely distribution of the agenda before the meeting and the minutes after the meeting.

- c) Before sharing the minutes, the CSO will ask the Chair of the governance body for approval. The CSO will distribute the minutes to the members of the relevant governance body of each Consortium Member within 14 calendar days of the meeting.
- d) The minutes shall be considered accepted if, within 14 calendar days of distribution, no member has sent an objection in writing to the CSO concerning the accuracy of the draft of the minutes.
- e) The accepted minutes will be stored digitally by the CSO on an openly accessible platform.

4.5 Voting Procedures in COLOURS Governance Body Meetings

4.5.1 Quorum

- a) Consortium Members should ensure that their institution is represented at each Governance Body Meeting to allow full participation in decision-making processes. Nevertheless, the following governance bodies, namely the CSB, SC, and EAB, may deliberate and reach a valid decision when 2/3 of their members are present or represented (quorum), or when their members facilitate their vote electronically, as per the established procedures.
- b) In accordance with the governance policies outlined in the Grant Agreement, all decisions made within the COLOURS Governance Body Meetings require a formal vote. As an exception, and only if there are important reasons, the governance bodies with a majority of 2/3 of all eligible voters present can decide to postpone a vote. Then the vote will be taken electronically after the meeting.
- c) In case the governance bodies vote for a decision after the meeting, electronic votes must be submitted within a reasonable time after the meeting, ensuring timely participation and representation. In the event a member fails to cast an electronic vote, their default vote will be recorded as 'Abstain' for the proposed agenda item.
- d) Decisions will only be binding once the relevant part of the minutes has been accepted according to 4.4.c.

4.5.2 Voting Process

- a) The CSO supports and documents all decisions within the COLOURS governance bodies.
- b) Each member of a governance body present or represented in the meeting shall have one vote. All votes are equal. Invited guests, such as members of the CSO and additional participants from each Consortium Member cannot vote. See the specific procedures described below.

- c) A member of a governance body representing a Consortium Member that has been declared a Defaulting Party³ may not vote.
- d) Decisions in the COLOURS Governance Boards need a 2/3 majority of all valid votes cast, taking into account that a unanimous voting result should be favoured.
- e) Decisions will only be binding once the relevant part of the minutes has been accepted according to 4.4.c.

4.5.3 Veto Rights

- a) A Consortium Member who can demonstrate that its own work, time, performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision of a governance board may exercise a veto concerning the corresponding decision or relevant part of the decision.
- b) When the decision is foreseen on the original agenda, a member may veto such a decision before or during the meeting.
- c) If a Consortium Member elects to exercise their veto rights, the other members of the relevant governance body shall make every effort to resolve the matter to the general satisfaction of all its members.
- d) A Consortium Member may not veto decisions relating to its identification as a Defaulting Party. A Defaulting Party may not veto decisions relating to its participation and termination in the Alliance or the consequences of such a decision.⁴
- e) A Consortium Member requesting to leave the Alliance may not veto decisions related thereto.
- f) Vetoes cannot be raised in the COLOURS Convention (since in this body only recommendations can be raised) but only via the COLOURS Steering Committee or Strategy Board.
- g) Decisions will only be binding once the relevant part of the minutes has been accepted according to 4.4.c.

³ The criteria and processes to define a Consortium Member as a “Defaulting Party” will be described in the Partnership Agreement.

⁴ Details related to the criteria and processes of defining a Consortium Member as a “Defaulting Party” will be specified in the Partnership Agreement

5 SPECIFIC OPERATIONAL PROCEDURES

5.1 Specific Operational Procedures COLOURS Strategy Board

5.1.1 Membership of the COLOURS Strategy Board

a) The COLOURS Strategy Board (CSB) shall consist of:

- 9 Presidents/Vice Presidents of the Consortium Members, including the COLOURS President and 9 Student Chief Ambassadors, including the Student Vice President.
- The CSB is chaired by the COLOURS President and the Student Vice President as deputy.
- The Managing Director is a permanent guest in the CSB without the right to vote.

b) In exceptional circumstances, the President or Rector may nominate a permanent proxy, to sit on the Strategy Board. Such a permanent proxy may not be a voting member of the COLOURS Steering Committee.

c) The voting rights of the COLOURS Strategy Board members are as follows:

- One vote for each of the 9 presidents or vice presidents/rectors or vice-rectors of the Consortium Member, or permanent proxy.
- One vote representing the Student Forum conducted by the Student Vice President
- Each Member of the CSB may elect a provisional proxy to participate and vote on their behalf if they are unable to attend a meeting. The student members need to elect a provisional proxy from the members of the Student Forum.

d) Each CSB member or his/her proxy in the case of a member's absence, should be duly authorised to deliberate, negotiate, and decide on all matters, for which the CSB is authorised to make decisions.

e) The Consortium Members agree to respect the decisions of the Strategy Board and implement its decisions in accordance with the rules of their home institutions and the resources available. Veto procedures are possible but should be an exception since all decisions should strive for the widest possible majority. The process is described in section 4.5.3 if a veto is needed.

f) In the case that a Consortium Member cannot implement or execute a decision of the Strategy Board as intended, due to substantial reasons, the Consortium Member has the right to opt out of the decision without having to exercise the right of veto as referred to in art. 4.5.3.. The Strategy Board will design alternative options to allow the partner an implementation in line with the goals of the decision.

g) Other participants may be invited by the Chair as necessary, including Work Package Leads (WPLs) or CIO Leads. The Chair approves additional participants or speakers during the agenda-setting process.

5.1.2 Role and Responsibilities of the COLOURS Strategy Board

a) The CSB shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein. In addition, the Steering Committee, Student Forum, External Advisory Board and COLOURS Convention may propose agenda items to the CSB, by asking the Chair of the CSB to add these items. In case of conflict, a 2/3 majority of the Board is needed to add an item to the agenda.

b) The CSB has decision-making responsibility for the following:

I. Operations, finances, and intellectual property rights

i. Approval of Alliance budget decisions over € 50.000, following the financial regulations described in the Grant Agreement.

ii. Proposals for changes to individual Grant Agreement items that require approval by the relevant Funding Authority.

iii. Approval of major strategic policy documents which are communicated on behalf of the Alliance towards international, regional, national and local government and official bodies, unions and legal entities.

iv. Consideration of an application to extend the collaboration of the Alliance, e.g. in response to related calls or other opportunities for extension offered by the European University Initiative.

II. Evolution of the Alliance

i. Development of the overall strategy of COLOURS.

ii. Entry of a new Consortium Member and approval of the settlement on the conditions of the accession of such a new Consortium Member.

iii. Participation in additional activities with strategic relevance to Alliance core tasks.

iv. Approval of formal amendment processes related to key governance documents, including the Charter of Rules and Procedures and the Mission Statement.

III. Alliance Developments

i. Proposal to the relevant Funding Authority for a change of the Coordinator.

ii. Identification of a breach by a Consortium Member of its obligations under the individual Consortium Agreements or Grant Agreement.

iii. Withdrawal of a Consortium member from the Alliance membership and the approval of the settlement on the conditions of the withdrawal.

iv. Declaring a Consortium Member to be a Defaulting Party in gross violation of the COLOURS mission.

- v. Remedies to be performed by a Defaulting Party.
- vi. Termination of a Defaulting Party's participation in the Alliance membership and measures relating thereto.
- vii. Proposal to the relevant Funding Authority for suspension of all or part of the Alliance.
- viii. Proposal to the relevant Funding Authority for termination of the Alliance and the Consortium Agreements.
- ix. Proposal to the relevant Funding Authority for adding new full partners replacing suspended or voluntary leaving beneficiaries.
- x. Amendments to the Associated Partners: proposal to the relevant Funding Authority for an acceptance of new Associated Partners.
- xi. Acceptance of new External Advisory Board Members.

5.2 Specific Operational Procedures COLOURS Steering Committee

5.2.1 Membership of the COLOURS Steering Committee

- a) The Steering Committee (SC) shall consist of 21 members (including the **9 CIO Leads, 9 additional Representatives, the Managing Director, the COLOURS Student Vice President and one Student Chief Ambassador**).
- b) Only the 9 CIO Leads and the Student Vice President have voting rights. A SC Member may delegate their vote to a member of the Implementation Office or another proxy if they are unable to attend a meeting.
- c) Each university can invite 1 additional leading representative to the Steering Committee, such as a WP Lead or Co-Lead, to ensure that decisions can be taken based on detailed knowledge of the WPs. The additional representatives have no voting or veto rights.
- d) The SC shall elect a Chair and Co-Chair from among its members. The Co-Chair is the official deputy to the Chair. The SC shall strive for gender parity when electing the Chair and Co-Chair.
- e) No Consortium member may have a representative chairing the SC and CSB at the same time.
- f) The Chair and Co-Chair are elected by a simple majority of votes cast, for a one-year term. A Chair or Co-Chair may opt to candidate for re-election and there is no limit as to how many consecutive terms a Chair or Co-Chair may be elected for.
- g) The Chair prepares meeting agendas in collaboration with the CSO and moderates the meeting.

h) Each SC member shall be deemed to be duly authorised by the Alliance leading representatives to deliberate, negotiate, and decide on all allocated tasks and decisions related to the Alliance proceedings as outlined in the Grant Agreement and further developed by the Strategy Board.

i) The CSO, or any member of the SC, may suggest inviting other project-related staff to join the SC as reporting guests, to ensure the coverage of all administrative and financial tasks if needed. In addition, further experts and guests can be invited if justified. The Chair approves additional participants or speakers during the agenda-setting process. In case of conflict, a 2/3 majority of the SC shall decide upon guests to join the meeting.

5.2.2 Role and Responsibilities of the COLOURS Steering Committee

a) The SC shall monitor the effective and efficient implementation of projects and operations run by the Alliance, particularly the progress and alignment of Work Packages. This is facilitated through regular project updates by Work Package Leads and/or task coordinators in the SC meetings.

b) The SC has decision-making responsibility for project budget decisions, such as shifts or changes within the Alliance budget up to €50.000, as long as they are in line with the Grant Agreement. Shifts of sums higher than this must be adopted by the CSB since these changes might affect the overall strategy of the Alliance.

c) The SC is responsible for monitoring and supporting the operational development of the Alliance, ensuring the continued alignment of this with the Alliance mission and goals, according to the strategy developed and validated by the CSB.

d) The SC shall consult on matters related to the operational development of the Alliance and may propose to the Strategy Board the participation in additional projects of strategic relevance to COLOURS and, if granted, is responsible for monitoring them.

e) In line with the available resources and missions of the Alliance, the SC may propose additional joint activities or initiatives to the Strategy Board that are aligned with the objectives of the Alliance and go beyond the scope of projects or programmes currently run by the Alliance.

f) The SC may propose to the Strategy Board the modification or implementation of additional management bodies, such as new committees, forums or working groups.

h) As SC members the CIO Leads are responsible for the proper execution and implementation of valid decisions reached by all governance bodies within their respective institutions.

5.3 Specific Operational Procedures – COLOURS External Advisory Board

5.3.1 Membership of the COLOURS External Advisory Board

- a) The External Advisory Board (EAB) shall consist of up to 9 Open Science and Open Innovation specialists. These specialists will be nominated by leading representatives of all Consortium Members (Presidents, WP Leads or CIO Leads). Based on a list of nominations, up to 9 experts will be chosen by the SC.
- b) The COLOURS Managing Director participates in the EAB without voting rights.
- c) If considered relevant, EAB members can be invited to attend Governance Board meetings as participants without voting rights.
- d) External Advisory Board Members should not occupy any core operational staff position in COLOURS.
- e) External Advisory Board Members may choose to resign from their position or could be required by the COLOURS President, based on a decision of the SC, to do so if they do not cooperate or comply with the requested role. Consortium partners may suggest experts to replace the EAB member. EAB candidates can be recommended to the CSO for approval in the COLOURS Strategy Board.
- f) The Coordination and Support Office is responsible for the onboarding and briefing of the EAB members.
- g) The EAB is represented by a Chair and Co-Chair. The External Advisory Board shall strive for gender parity when electing the Chair and Co-Chair.
- h) The Chair and Co-Chair are elected by a simple majority vote of votes cast.
- i) The Chair and Co-Chair set the agenda of meetings and prepare them with the organisational support of the CSO. The Chair or Co-Chair moderates the External Advisory Board meetings.

5.3.2 Role and Responsibilities of the COLOURS External Advisory Board

- a) The External Advisory Board has the following main functions:
 - i. The EAB assumes an internal advisory role, providing both input and feedback on the Alliance’s plans and activities. The EAB makes recommendations to the Steering Committee and the Strategy Board.
 - ii. The EAB Members act as an external sounding and advisory board on developments and trends in European higher education.

5.4 Specific Operational Procedures – COLOURS Student Forum

5.4.1 Membership of the COLOURS Student Forum

- a) The Student Forum shall consist of 45 student representatives, comprising of 5 students of each COLOURS university according to 2.2.
- b) To be a member of the Student Forum, the student has to be validated as such by the CIO Lead of their university.
- c) The Consortium members shall endeavour to comply with the COLOURS EDI policies in the Student Forum.
- e) Each Student Forum member may invite other persons including other Alliance members of any position and role for mentorship or advice as a non-voting observer on meetings or other kinds of cooperation and co-creation.

5.4.2 Role and Responsibilities of the Student Forum

- a) The Student Forum shall be free to act on its own initiative to formulate proposals in accordance with the procedures set out herein. It creates ideas and projects from students' perspectives regarding the development of the Alliance and will actively take part in the COLOURS Convention and the Strategy Board.
- b) The Student Vice President may propose agenda points for Strategy Board meetings on behalf of the Student Forum.
- c) The Student Forum discusses and outlines the means of the involvement of further students of the Consortium Members and shall act accordingly.

6 ROLES AND RESPONSIBILITIES OF COLOURS ORGANISATIONAL BODIES

6.1 Roles and Responsibilities of the COLOURS Coordination and Support Office (CSO)

- a) The COLOURS Coordination and Support Office (CSO) consists, until further notice, of the following positions, appointed by the coordinating Consortium Member:
 - i. COLOURS Managing Director
 - ii. COLOURS Quality Officer
 - iii. COLOURS Financial Officer
- and further necessary administrative staff.

b) The Coordination & Support Office (CSO) holds a broad array of responsibilities within the Consortium, covering various facets of project management and administration. These include:

- i. Monitoring compliance by the Consortium Members with their obligations under both the Partnership Agreement and the Grant Agreement.
- ii. Managing and updating the contact details of all involved Consortium Members and relevant contacts.
- iii. Collecting, reviewing for consistency, and submitting reports, deliverables (including financial statements and related certifications), and specific requested documents to the Granting Authority. This task might also be carried out by the Work Package Leads (WPL).
- iv. Transmitting project-related documents and information to concerned Consortium Members.
- v. Administering the financial contribution of the Granting Authority and fulfilling financial tasks outlined in Section 7.2 of the agreements.
- vi. Providing official copies or originals of documents, upon request, that are solely held by the Coordination & Support Office (CSO) and are necessary for Consortium Members to present claims.

Furthermore, the CSO also bears responsibility for:

- vii. Supporting the preparation, coordination, and follow-up of governance body meetings.
- viii. Monitoring project progress, ensuring timely completion of deliverables and milestones.
- ix. Ensuring quality assurance in collaboration with Implementation Office Leads, who collect relevant data and outcomes within Consortium Members and provide them to the Quality Officer.
- x. Facilitating exchange with policy stakeholders and engaging in advocacy activities for the European Universities Initiative.
- xi. Conducting financial monitoring and reporting.
- xii. Serving as a liaison with funding authorities.
- xiii. Managing internal communication and fostering community-building activities within the Alliance.
- xiv. Addressing other alliance-related questions and processes.

6.2 Roles and Responsibilities of the COLOURS Implementation Office Leads (CIO Leads)

The COLOURS Implementation Offices (CIO) consists of the following positions, appointed by each partner university:

- i. CIO Lead
- ii. COLOURS Co-Space Officer
- iii. COLOURS EDI Officer

and further necessary staff if required.

Each Consortium Member appoints a core CIO Lead, to represent and uphold their interests in the Alliance. The CIO Lead can be the coordinator, academic director or project manager of a partner university. It can also be a separate position.

The CIO Lead is responsible for:

- a) Representing the Consortium Member in the Steering Committee: CIO Leads act as the main liaison between a Consortium Member and the Alliance, the Coordination and Support Office, and the other Consortium Members.
- b) Briefing governance body members: The CIO Lead supports the Consortium Member's representation in the governance bodies. The CIO Lead ensures that all relevant internal stakeholders are briefed and that necessary internal consultations happen prior to a meeting.
- c) Overseeing and coordinating the implementation at each Consortium Member. The CIO Lead oversees and coordinates the approval processes to implement project Deliverables or other COLOURS activities approved by the Alliance.
- d) Overseeing progress, coordinating, and supporting the involved staff. The CIO Lead oversees the main COLOURS activities, in close coordination with the Work Package Leads, and coordinates the involvement of the staff at each respective university. The WP Leads will regularly inform the CIO Leads of the Consortium Member about the progress of their work. WP Leads will be responsible for forwarding all relevant documents related to their WP to the CIO Lead of the respective university. The CIO Leads will collaborate with the COLOURS Quality Officer in the CSO, as stated and defined in the Quality Assurance Plan.
- e) Community building: The CIO Lead represents the Alliance and reports on its main activities within the Consortium Member's home institution. The CIO Lead fosters the Alliance community within each university, in cooperation with the Local Communications Officers and other relevant staff involved in the activities of the Alliance.
- f) CIO-CSO Meetings: All CIO Leads are expected to participate in regular meetings initiated by the Coordination and Support Office. The meetings have the scope to address action items, raise emerging risks and questions for upcoming projects and identify opportunities and barriers in the current activities.

- g) The CIO Leads ensure that students and student bodies at each university actively participate and collaborate in the activities of the Alliance. They keep a regular communication flow with students and student bodies within each university
- h) CIO Leads are responsible for risk identification within their home institution, in cooperation with the respective WP Leads or Co-Leads.
- i) They are responsible for the communication of relevant deadlines and tasks and the operational Alliance management within their home institution.

6.3. Roles and Responsibilities of Work Package Leads and Co-Leads

The main tasks of the Work Package Leads and Co-Leads (WPL and WPCL) are listed below:

- a) Organisation of the Work Package: The WPL and WPCL are responsible for the overall completion of WP activities as described in the Grant Agreement, including the timely completion of agreed Deliverables and milestones, according to the Quality Assurance Plan.
- b) Involvement in the Work Package: The WPL and WPCL ensure the active participation of all relevant partners in the WP and those assigned to the working groups under the WP. The group composition of a WP depends on the priority and complexity of the task or deliverable, as it is outlined in the Grant Agreement. The distribution of work among all partners shall reflect the allocation of resources for specific tasks and roles as detailed in the Grant Agreement.
- c) Governance body updates: In each SC meeting, the WPL provides updates on the progress of project implementation. In this regard, the WPL and WPCL contribute to the agenda-setting of the governance body meetings, where needed.
- d) Student involvement: The WPL and WPCL will actively involve the Student Chief Ambassadors assigned by the Student Forum to their WP. They will be in a continuous exchange with the Student Forum members about potential ideas, problems, solutions, or challenges.
- e) Reporting risks: In addition to regular reports in the CSB and SC, the WPL will report any emerging risks or challenges to the CSO as soon as they are identified, to allow a collaborative solution process.
- f) WPL meeting: The WPL and WPCL actively participate in relevant meetings of their respective WP. In the regular meetings scheduled by WP 1, they report on progress made in their respective WP. Minutes of all WP meetings will be made accessible to all partners via a common online platform.

6.4 Roles and Responsibilities of Associated Partners

- a) Associated Partners (AP), as such formally identified in the Grant Agreement, shall fulfil the specific project-related roles and responsibilities as specified therein.
- b) Any amendments related to a substitution of an AP must comply with the tasks allocated to the role and tasks allocated to the AP in the Grant Agreement.
- c) AP may collaborate with Consortium members on one or more Alliance activities. This may include, but is not limited to, the following:
- i. contribute expertise and provide consultation,
 - ii. contribute resources to COLOURS activities,
 - iii. collaborate with Consortium members on the development and implementation of COLOURS educational offers or other operations,
 - iv. distribute COLOURS-related information and offers within their networks.
- d) A Steering Committee member may propose a new AP in the SC, based on an identified need or opportunity. The COLOURS Strategy Board decides upon the acceptance of the proposed new AP.

7 ADDITIONAL AGREEMENTS

7.1 Sustainability

- a) Committed to achieving the 50% mobility target set by European university Alliances, COLOURS recognises the importance of student, researcher and staff mobility for attending classes, workshops, and conferences at other Consortium Members, as well as engaging in fieldwork, as integral components of academic education, research careers, and personal development. However, the Alliance acknowledges that travel, particularly air travel, can have significant environmental implications.
- b) In line with the European Commission's Green Deal, the Alliance will adhere to the following recommendations concerning travel to Alliance meetings:
- When consistent with the objectives of the general meeting, virtual or hybrid gatherings should be favoured over in-person meetings.
 - If physical attendance is deemed more beneficial, organisers are encouraged to select venues easily accessible by public transportation.
 - The Alliance promotes the use of low-emission modes of transportation (e.g. trains, buses, or carpooling) when it is deemed feasible. When flying, partners should use carbon offset programs for a greener journey.

- Meeting organisers are further encouraged to arrange catering using regional products, incorporate vegetarian/vegan options, and order moderate quantities.

7.2 Conflict Management

In case of conflict between the Alliance partners resulting from the interpretation or the application of this charter, the parties involved are obligated to promptly seek an amicable resolution in the spirit of cooperative collaboration.

A contact person acting as conflict advisor will be appointed by the EDI Officers of each university. The conflict advisor, which can be a trusted arbitrator, mediator or a selected person from existing bodies within a Consortium Member institution will be the main contact person when advice and support are required in case of any conflict. They have the right to propose agenda items and attend and speak at the meetings of the governing and management bodies of this Alliance in case this is required or helpful to resolve conflicts or to take precautions to prevent potential future disputes.⁵

Disputes should be addressed in writing to the Steering Committee, which is tasked with mediating and resolving conflicts (see 3.1). Further procedures and foundational guidelines shall be delineated in the Quality Assurance Plan.

7.3 Charter Revision

Any provision of this charter may be amended by a decision of the COLOURS Strategy Board. All partners retain the right to submit written recommendations for modifications to specific clause(s) to the Steering Committee. The SC will deliberate on these proposals and decide on which amendments will be recommended to the CSB. Amendments to the Charter need the approval of the CSB before they are in place.

7.4 Legal Status of the Charter

This Charter provides recommendations which will be taken into account when drafting the legally binding Partnership Agreement. In case of any discrepancy between the terms of this Charter and the terms of the Partnership Agreement, the latter shall prevail.

⁵ If a further specification of this role is required, it will be specified in the Partnership Agreement

8 EXPIRATION/TERMINATION AND EFFECTIVE DATE

8.1 Expiration/Termination

This charter shall stay in force between the full partners of COLOURS until 31 December 2027. The COLOURS Alliance and its ecosystem of collaborations will align and adhere to the European University guidelines, in order to sustain collaboration structures and activities beyond the funding timeline.

8.2 Effective Date

This Charter of Rules and Procedures goes into immediate effect upon approval by the COLOURS Strategy Board.

ANNEXE I: GENERAL GUIDELINES OF INFORMATION MANAGEMENT AND COMMUNICATION

A 1 Tools for Communication and Sharing of Information

A 1.1 Language

- (1) English is designated as the official language of the COLOURS Alliance. All communication, meetings, documents, or deliverables shall be done in English. Written texts shall follow the rules of British English.
- (2) Regarding educational language, the Alliance upholds the value of multilingualism, allowing individual teachers/Consortium Members to decide which language to use.
- (3) Alliance Partners retain the autonomy to select the language for internal communication within their own institutions.
- (4) Embracing the principles of multilingualism and inclusivity, the Alliance promotes the use of participants' native languages in cross-institutional meetings, provided that adequate tools for effective mutual comprehension are accessible and feasible.

A.1.2 Consortium Contact List

- (1) To enhance workflow efficiency, create transparency, and save time, members of the COLOURS Alliance governing bodies and all the staff with responsibilities in the functioning of the Alliance shall be integrated in a cross-Alliance organisational chart, detailing names, responsibilities and contact details. This chart will be accessible via the online management tool.⁶
- (2) For the storage and exchange of data and information, the Alliance will use a common online management tool that guarantees data protection and other relevant rights.
- (3) All partners are required to ensure the accuracy and completeness of the information they provide on this shared tool.
- (4) All WPLs are required to monitor progress and complete the reporting tables that will be made available by the Quality Manager at the CSO via the collaborative platform.

⁶ At the start of the Alliance, partners have agreed to use the system "GoFast" developed and shared by LMU. The only tool may change if a majority of partners see a need, or new tools better meet the purpose of the Alliance.

- (5) The Alliance will rely on an accessible mailing list. All partners will check and update their lists regularly.

A.1.3 Emails

- (1) COLOURS Consortium Members continue to use their home institution's email accounts.
- (2) The Alliance website will display the email address colours@upb.de for general inquiries.
- (3) Until otherwise specified, the coordinating university assumes responsibility for responding to and/or redirecting queries to the appropriate task lead(s) or Consortium Members.
- (4) The following centralised mailing lists will be managed by Paderborn University:
- a. colours@upb.de (for external partners who want to reach the COLOURS Alliance)
 - b. cso.colours@upb.de (for emails to the COLOURS Coordination and Support Office)
- (5) Alliance partners can, but are not obliged to adopt a similar structure, such as
- a. implementation.colours@institutionxx.yy
 - b. cospace.colours@institutionxx.yy
 - c. edi.colours@institutionxx.yy

Each Work Package Lead creates and monitors an individual email list on the shared online management tool. The Alliance partners will follow principles of professional communication, including average responsiveness to emails within 3 working days or 24 hours for urgent matters. In case of holidays, partners will nominate colleagues to respond to emails and ensure a continuous flow of information.

- (6) For a better workflow, COLOURS uses standardised subject lines in all communication:
COLOURS / [BODY]: [Title]

COLOURS Bodies will be abbreviated as follows:

- COLOURS Strategy Board: [CSB]
- Steering Committee: [SC]
- Student Forum [SF]
- COLOURS Convention [CC]
- External Advisory Board [EAB]
- Work Package X: [WPX]

The status "urgent" (if a decision is needed within 24 hours on working days) or "reminder" (if applicable) can be added whenever necessary.

A.1.4 Videoconferencing

- (1) Video conferencing software will be applied across the Alliance for conducting various online meetings, encompassing CSO, SC and Work Package or working group meetings, boasting high reliability and GDPR compliance.
- (2) Online communication tools can be changed and adapted depending on technological developments and decisions made by the Steering Committee.

A.1.5 Online File Storage

- (1) The Alliance agreed to furnish a secure and data-protected online storage system dedicated to Alliance documents, facilitating digital collaboration and ensuring permanent document archiving. The storage system will be hosted by the WP 2 Lead.
- (2) Relevant COLOURS-related data and documents will be made available to all Consortium Members. The documents will be monitored by the COLOURS CSO, the CIO Leads, WPL and WPCL.

A.1.6 Collaborative Documents and Spaces / Continuous Reporting

- (1) In order to facilitate real-time collaboration on joint Alliance documents, the following guidelines are in effect:
 - All reviewers contribute to a single version of the document.
 - All reviewers are required to use revise mode to assure transparency.
 - Changes or comments should be accompanied by alternatives.
 - Comments are to be added only within the specified deadline. If this is not feasible, the author of the document must be informed in advance of subsequent alterations.
- (2) All partners share equal responsibility for the timely completion of Deliverables and achievement of Milestones related to their respective tasks, as is described in the Quality Assessment Plan, D1.2. Furthermore, partners are obligated to provide information regarding dissemination, communication, and training events they have participated in or organized under the auspices of COLOURS.
- (3) A detailed reporting and monitoring process for the Alliance will be described in D1.2, COLOURS Quality Assessment Plan.

ANNEXE II: CHARTER OF THE COLOURS STUDENT FORUM

A2 Charter of the COLOURS Student Forum

COLOURS STUDENT FORUM

Internal Organization Charter

This document explains how the COLOURS Student Forum works, and how it is organized.

A2.1 - Common Rules and Regulation

Every student is welcome to share ideas and thoughts regarding COLOURS with the Student Forum. Everyone has a right to speak and make comments, as long as it's respectful. Only the Student Chief Ambassadors, official members of the Student Forum, can take decisions and actions on behalf of the Student Forum.

Every meeting of the Students Forum is public. If sensitive information is handled, the forum will enter a private phase, allowing only elected members to be present.

Every student deserves to be respected, heard and fairly treated. We are all equal, and our collaboration is not shaped by culture, age, diploma, etc. Discrimination will not be tolerated. Sharing responsibilities is only based on each other's availability and abilities, to promote everyone's speciality and strength, turning it into opportunities and projects serving the Alliance.

We are all part of COLOURS and form a community mixing cultures, languages, religions and opinions. This is where our dynamism comes from, this is what makes us work better.

Inside the Student Forum, even if we have people with assigned responsibilities, it is only to ensure coordination and collaboration. Each student has equal weight within the alliance.

Any issue or problem regarding work, collaboration and interactions among the Student Forum should be reported to the Student Vice-President, or to the Coordinator, who will deal with both parties to clear the situation.

A2.2 - Composition

The requirements needed to be a member of the Student Forum are:

- To be a student of one of the 9 partner universities.
- To be an elected student **OR** to be designated as COLOURS Student Representative by both the Student Union President (or equivalent) and by the CIO Lead of the university the student belongs to.
- Either way, to be a member of the Student Forum the student has to be validated as such by the CIO Lead of the university.

- To not be in a compromising situation that would prevent the student from carrying out their duties as a student ambassador.

The Student Forum is composed of a delegation of 5 students from each of the 9 Consortium Members, accumulating a total of 45 students. The delegations are composed of students regarding the rules mentioned above, the details of the composition are explained below.

The delegation has to be composed of 2 elected students minimum. The 3 left spots can be open to any student from the university to fill. To access the position, they will either go through a selection process where the CIO and the Student Union President (or equivalent) will decide among the candidates who will access it or be designated by their local Student Union (or equivalent).

The Student Union President (or equivalent) does not have to be part of the delegation.

The delegation has to be gender mixed.

Among the 45 students of the Student Forum, 9 are leading the Student Forum (1 from each partner university). These students are called "Student Chief Ambassadors" or SCA and have the responsibility to lead their student delegation towards COLOURS, as well as taking a specific role inside of the Forum itself by leading a Work Package on the student aspect. To do so, the Student Chief Ambassador should be aware of the need to dedicate at least 5 to 7 hours a week to COLOURS.

The Student Chief Ambassador position belongs to the Student Union President (or equivalent) if they want it and if they are able to fulfil related responsibilities. Otherwise, they can delegate their responsibilities regarding this position to any member of their delegation by signing a document provided by the COLOURS Coordination and Support Office. Once this document is signed, all powers and responsibilities regarding the position are given to the chosen deputy.

The Student Chief Ambassador position is very important and so, is valued by COLOURS. The Student Chief Ambassadors will be rewarded for their time spent working on COLOURS. The details regarding the way they are rewarded are at the discretion of the CIO Leads, WP1 and the Student Chief Ambassadors themselves. The form of the reward will be adapted to what suits them best.

Dismissal of the Student Chief Ambassador position is possible if two-thirds of the Student Forum votes for it. A Student Chief Ambassador can be dismissed from their position if they don't fulfil their responsibilities, or if they are jeopardized by any compromising situation that would prevent them from carrying out their duties as a Student Chief Ambassador.

Resignation from the Student Forum membership is possible at any time, but the student must announce their resignation at least 15 days prior to the official resignation to ensure the balance and functioning of the Student Forum.

A2.3 – Student Forum WPs Organization

As students we work on WPs inside of the Student Forum, as well as participating in the Alliance WPs. Our internal organization is made to make sure students can easily gather opinions and create projects among themselves, before sharing their ideas with the rest of the Alliance.

The internal organisation is such that:

There are 6 Work Packages:

WP1 – Coordination and Management

WP2 – Collaboration without barriers

WP3 – Open Education

WP4 – Research, Innovation and Regional Ecosystems

WP5 – Equality, Diversity, and Inclusion

WP6 – Communication and Dissemination

Explanation of the Work Packages and related work within the WPs:

WP 1 is Coordination and Management. It deals with all aspects regarding driving working groups into accomplishing the goals and helping all groups to coordinate over work and projects. It is a lot of typing documents and organizing meetings.

WP 2 is about Collaboration without barriers. It works on computing, software, and IT related tools to make our collaboration works the best. It's about sharing the good tools as well as creating ones to ensure collaboration, especially to have a space where we can have teaching and learning resources. If you are not into IT, don't worry, you can still join this WP as they will need help to test and improve what they are creating. Having "not geek" people trying and helping is really something they are looking for.

WP 3 is called Open Education, this group works on creating the programs and courses available through COLOURS, but also on learning and teaching methods. The goal is to find and create the best way for students to acquire skills and knowledge, but also for teachers to teach the best way and with the best tools possible. A big part of this WP is also on how to validate and value the courses proposed by the alliance, one example is the work done on Micro-Credits.

WP 4 is Research, Innovation and Regional Ecosystems. It is a huge work on how to collaborate regarding research, but also all aspects related to publication related to COLOURS scientific work. A big part is also on how to use the work done by our community to make improvements on our regional ecosystems and populations, which means working with companies and communities to implement the research into concrete projects and actions.

WP 5 is working on Equity, Diversity, and Inclusion, which is one of the most important topics of our century. It is about analysing the systems and actions already implemented by our university regarding this topic and trying to come up with one that would ensure equity, diversity, and inclusion for all within our universities. It requires a lot of work on local aspect to implement and

promote the subject, as well as a lot of collaboration on a European scale to bring ideas from all our cultures.

WP 6 is about Communication and Dissemination. The work is related to all aspects regarding internal and external communication, and how we can promote our activities. A big part of it is also on creating a visual identity for COLOURS, making templates for our partners to present their work, and thinking about goodies and merchandising. Handling social media and the SF Instagram account (@colours_students) also belongs to this WP, as well as creating content and doing community management.

WP organisation and a way to collaborate

Two Student Chief Ambassadors are assigned to WP1, as they will coordinate the Forum and be the main link with the rest of the Alliance. They will ensure these two positions: Student Vice-President and Coordinator.

Three Student Chief Ambassadors are assigned to WP3, as it covers the field that interests the most students and has several specific aspects. One would be dedicated to coordinating the actions taken inside of the WP, and the two others would be gathering students' inputs and ideas regarding Open Education.

The rest of the Work Packages are led by only one Student Chief Ambassador.

The assignment of these responsibilities is discussed among the Student Forum and voted on during a Student Forum Meeting. To validate the access of a Student Chief Ambassador to its position, a simple majority is needed.

Inside each WP, the Student Chief Ambassadors are in charge of coordination, making reports and keeping track of work and activities, organizing meetings and collaborating with the Alliance. They are the link between the SF and the WP and will ensure that all students working on the WPs are and feel included and can carry out its function. The Student Chief Ambassadors of each WP are responsible for organizing meetings with the members of their Work Package. They also have the role of making the reports and monitoring their WP activity. They can be assisted by members of their WP to take notes, prepare reports and monitor the activities carried out. They will also be assisted by a student member of WP1 to make a report of WP activities every month. This report will be posted on GoFast and will explain the stages completed previously, those in progress and those to come. It will enable us able to set up milestones and follow up on the work done by the Student Forum. It is also very useful for all the SF to understand what each group does, and for the SCAs and the Student Vice-President to present this work in the different committees they are attending.

The students remaining, who are not Student Chief Ambassadors, are split among the Work Packages regarding their preferences and abilities. Thus, every Work Package will have multiple points of view from different partners, making sure that our work is representative of the Alliance. This means that we have two levels of work, a local one in each partner university, and a European one where we are mixed. When creating projects or planning events, we will have a local impact, and/or a European one, depending on the project and the way it takes place.

The student members of the Student Forum must allow a minimum of 2 hours per week to COLOURS, to carry out tasks and participate in the life of the alliance. Depending on ongoing events and workload, the time dedicated to COLOURS can increase, but will not exceed 10 hours a week.

The students' role inside their WP is to attend the meetings and events related to it, give feedback and comments on the work done by the consortium, and propose ideas to improve, create or implement related projects. To do so, they will closely work with their SCAs, WP members and the CIO Lead of their university. Each student represents their university and so is a link between COLOURS and their university. It means that you are concerned and should be helping with each project related to your WP implemented in your university.

Main contacts for organisation and collaboration

The main contacts within the SF are the SCAs, including the COLOURS Student Vice-President.

The main contacts in the Consortium are the WP Leads, the CIO Leads and the Collaboration and Support Office (CSO).

The main contacts at your university are your SCA and your CIO Lead.

Collaboration tools

GoFast is the main collaboration tool for the alliance, it will be used for collaboration work, stocking documents, and sharing activities. It will also be used for communication.

Please make sure you have access to it, and that you set up your account.

A2.4 - COLOURS Vice-Presidency

To be the COLOURS Vice-President, you have to be an elected student in your Student Union (or equivalent). The Student Vice-President is a member of the Student Forum, elected during a formal process that leads them to this position. As the Student Vice-President is a Student Chief Ambassador, you can only become Student Vice-President if you are an SCA.

The Student Vice-President has to be a very active member of COLOURS, as their role is essential to the Alliance. The Student Vice-President is also the deputy of the COLOURS President, which means that they have to attend meetings and participate in numerous activities. The Student Vice-President needs to have dedicated time to COLOURS and be available and reactive throughout the week. The amount of time to dedicate to this position is expected to be at least 12 hours a week.

The Student Vice-President's role is to lead the Student Forum and represent it during meetings, sharing the voices of students and making sure the Alliance hears the students' voices. The Vice-President has to be able to handle a lot of information and have a global view of what is going on within the Alliance.

The Vice-President is elected for one year.

The Coordinator is the Vice-President's deputy; if the Vice-President can no longer ensure their position, the Coordinator will replace them until the next election meeting.

Election procedure for Vice-Presidency:

The COLOURS Managing and Support Office (WP1), will organize the procedure, ensure the counting of votes and oversee the whole election.

The election date has to be at least 2 weeks after its announcement.

Student candidates have to announce their will to candidate at least 10 days before the election date. To candidate, students have to email the COLOURS Managing Director and officially announce their candidacy, they also have to announce it in the Student Forum group chat.

During the election meeting, each candidate will have 5 minutes to present themselves, sharing their goals and ideas for COLOURS.

The 45 students composing the Student Forum will secretly ballot. After counting votes, the Vice-President will be officially nominated by the COLOURS Managing Director. The vice president will be voted with a simple majority. If no candidate receives over 50% of all eligible votes, there will be another election between both candidates with the most votes, where the candidate with the most votes, no matter if it reaches 50%, will be elected. If both candidates tie, the Vice-President will be determined by a coin toss.

Dismissal of the Vice-President:

At any moment, a vote can be called to dismiss the Vice-President.

This process has to be initiated by at least 51% of the Student Forum and based on clear reasons that explain the need to change the Vice-President.

A2.5 - Mandates

Starting with the Student Vice-President election meeting and for one year if no specific renewal until then, are assigned the following responsibilities:

- WP1: Management and Coordination
 - o 2 Student Chief Ambassadors, with the following positions: Student Vice-President or Coordinator
 - o General assignation for other members to the WP1
- WP2: Collaboration without barriers
 - o 1 Student Chief Ambassador
 - o General assignation for other members to the WP2
- WP3: Open Education
 - o 3 Student Chief Ambassadors
 - o General assignation for other members to the WP
- WP4: Research, Innovation and Regional Ecosystems
 - o 1 Student Chief Ambassador
 - o General assignation for other members to the WP

- WP5: Equality, Inclusion and Diversity
 - o 1 Student Chief Ambassador
 - o General assignation for other members to the WP
- WP6: Communication and Dissemination
 - o 1 Student Chief Ambassador
 - o General assignation for other members to the WP

The roles and assignments can change. To do so, a vote will have to happen during a Student Forum Meeting, and a simple majority will be needed to make a change.

The name, contact and role of the members of the Student Forum are detailed in the document called "Ongoing Mandate" accessible on GoFast.

A2.6 - Internal Meetings for Student Forum

There are two types of meetings regarding the Student Forum itself:

- Student Forum Meeting:
 - o All 45 students are invited, and it's open to the public
 - o Takes place at least twice a year
 - o We review our achievements and set up guidelines for upcoming projects and events
 - o We vote on what needs to be voted
 - o A report is made and accessible to everyone on GoFast
- SCA Meeting:
 - o Only the 9 Student Chief Ambassadors are invited
 - o Takes place at least once a month
 - o Making sure we are following guidelines and keeping track of what the Student Forum does
 - o Bringing up information and thoughts regarding the Steering Committee and what needs to be shared among the COLOURS Strategic Board

An invitation will be sent at least 10 days prior to the meeting, with an agenda and specific documents related to the meeting.

The meetings will be mostly online. A hybrid version will be set up when a COLOURS event takes place (COLOURS annual meeting, COLOURS Convention, ...). The only possibility for an entirely in-person meeting to happen is if all participants are in the room.

A2.7 - Voting Regulation

The public, who are not part of the Student Forum, are welcome to speak and offer their ideas, but cannot vote on any issues mentioned during the meeting.

To validate any decision, a vote has to take place. A 2/3 majority is needed to validate them. A vote can only take place if 2/3 of the voters are present or represented. This means that the quorum is 30 people. During a vote involving 30 people, the 2/3 majority is 20.

A member of the Student Forum can be represented by any student from its university, as long as this student is elected inside of their Student Union (or equivalent). To do so, the member of the Student Forum must make a proxy and send it to the WP1 SCAs at least 2 days prior to the meeting.

Votes will be public unless a secret ballot is requested by any member of the Student Forum.

To modify the Student Forum Charter, a vote has to happen during a Student Forum Meeting.

A2.8 - Student Forum Identity

As the COLOURS Student Forum, we respect and promote COLOURS values and principles. But as students, we also strive to make sure students feel welcome in an alliance that respects their needs, and so we want to add specific principles to our charter.

We want the student representatives to have the opportunity to make their work for COLOURS valued. As students, we still have to study and work to obtain a diploma, as well as to be able to pay our rent and live our lives. This is why our engagement towards COLOURS cannot stay unrewarded.

To value student engagement, multiple possibilities exist. It can be by hiring them, making their work part of an internship, employing them, or giving advantages such as early access to programs and mobility. Every student working for COLOURS should be rewarded for the time and effort put towards the Alliance.

The Student Forum's slogan is: "Colour your future."

A2.9 - Social Media and External Communication

The Student Forum is independent regarding its way of sharing and promoting COLOURS but has to coordinate itself and work with the Alliance, and especially the WP6, regarding guidelines and details.

The Student Forum activities are shared on an Instagram account managed by the Student Forum itself. Social media management belongs to WP6, and the Work Package will include at least one member dedicated to community management and content creation.

The student members of WP6 will be in charge of selecting other communication media to share the Student Forum's work, as well as creating content to highlight our projects.