

ELIA Future Readiness Working Group Mandate

Mission of the Future Readiness Working Group

The Future Readiness Working Group aims to support everyone working and studying at an ELIA institution to become "future ready" for a rapidly changing landscape by identifying key trends, urgent challenges, and opportunities for professional and personal development. The Working group aspires to empower the ELIA community in navigating and shaping the evolving cultural, creative, and higher arts education sectors.

Peer-learning is at the heart of our approach. By prioritising collaboration, knowledge exchange, and continuing professional development, we address pressing issues in professional life and development. Committed to strengthening the resilience of Higher Arts Education Institutions, as well as the cultural and creative sectors and industries, the group advocates for sustainable careers and a strong cultural ecosystem.

Link to Strategy and Values

In response to the ever-accelerating pace of societal and technological change, the **Future Readiness Community Hub** addresses the urgent need to prepare both the ELIA members and their communities within higher arts education for the challenges ahead. This Hub embodies the ethos of *Leaping Beyond the Now* by identifying trends, nurturing adaptability, and supporting professional growth through continuous professional development. With peer-learning and collaboration at its core, this Hub connects and builds a proactive *Community*, bringing together students, educators, researchers, and institutions from across disciplines and geographies to explore what it means to be ready, not just professionally, but collectively as active members of the CCSI. The Future Readiness Hub also recognises that preparing for the future also means supporting the well-being and resilience of people and institutions alike, deeply rooted in the ELIA value of *supporting a Culture of Care*. The Hub's strategic orientation ensures that ELIA not only reacts to developments in the cultural and creative sectors but anticipates them, empowering ELIA's capacity for long-term *Advocacy*.

[Read more about the ELIA Strategy, Values and Missions here>](#)

Focus Areas

To achieve its goals, the group focuses on two core areas:

1. Continuing Professional Development – Enhancing peer learning and targeted training by identifying evolving needs within the ELIA network and advising on professional development opportunities for specific groups.
2. Collaboration & Creative Discovery – Fostering interdisciplinary exchange, professional growth, and creative experimentation through community conversations that drive innovation and discovery.

As an extension of this work, the group engages in Advocacy & Policy Actions, shaping policies that empower future-oriented careers and enhancing the long-term professional viability for professionals in cultural and creative sectors, aligning with ELIA's broader advocacy strategy.

Through these efforts, the group ultimately contributes to building Sustainability & Future Resilience for the communities in our member institutions and the sector, championing inclusive, adaptable, and sustainable career paths in arts education and the broader creative ecosystem.

Given the broad scope of the ELIA community, the WG will choose priority topics in a two-year rhythm, developing activity plans to achieve its objectives. It will also work together with other working groups to be well informed about continuous professional development topics relevant to their work. Depending on the priority in question, the Group may also create Special Interest Groups or work with experts on a temporary basis.

Working Group Responsibilities (how we work together)

The Working Group is the driving force behind the Future Readiness Community, fostering dialogue and actively engaging the community. Its members are dedicated volunteers from the community who are particularly attuned to the focus of the Working Group. The Working Group is an official Working Group of ELIA and serves as the governing body of the Future Readiness Community, directing and steering the network. Its primary responsibilities include representing the interests of the Future Readiness Community from across Europe and beyond, addressing relevant topics and issues for the community, preparing events, and contributing to the development of the ELIA strategy and programs.

The Working Group serves as the anchor for any work and activities related to a strong CCSI and the topic of Continuing Professional Development, undertaken by ELIA.

In particular, the Future Readiness Working Group conceives programmes and events – together with the ELIA Team and Representative Board – to activate the topic within the ELIA membership and curates the ELIA Future Readiness Community Hub. As such the Working Group often takes part in major ELIA events. It regularly hosts community hub gatherings in online, hybrid and in-person formats, with the support of the ELIA Team. The Working Group is expected to organise an annual in-person gathering, hosted by a different member institution each time, with every other year's event integrated into the 'ELIA Day' of the ELIA Biennial Conference.

The Working Group is administratively supported by the ELIA Team.

Working Group Composition and Governance

[ELIA's governance rules for Working Groups will apply to the Future Readiness Working Group.](#)

Membership in the Working Group Future Readiness is open to ELIA members. The group consists of eight to ten members, including the participation of two members of the ELIA Representative Board. Each member acts on a personal mandate, there is no delegation or substitution. The Working Group's composition shall adhere to ELIA's principles of diversity and representation, whilst also ensuring a sustainable link to and exchange with ELIA's Representative Board and Executive Group.

The selection process for new Working Group members follows an open call procedure initiated by the Working Group, through which member institutions will be asked to nominate candidates. Calls may incorporate specific selection criteria in order to meet the principles of diversity and representation for

the overall group composition. The Executive Group formally appoints the new members of the Working Group.

The minimum term for participation in the Working Group is two years, the maximum term is 6 years, whereas the group is composed in such a way that there are overlapping term running times of the various group members. No more than one third of the Working Group should rotate at the same time.

Working Group Members attend meetings and contribute to the activities of the Future Readiness Working Group. The Working Group meets regularly online in bi-monthly meetings. Once a year the Working Group will meet in person to manage and collaboratively develop Working Group deliverables (e.g., surveys, research, and policy papers, and events). Members are expected to engage in the development of these collaborative deliverables beyond the plenary meetings, as well. Members are encouraged to host physical meetings of the Working Group in their institutions.

By taking part in a Working Group, members understand and agree that their participation and contribution is voluntary and unremunerated, and that any intellectual property created as part of the Working Group shall be owned by ELIA (nevertheless, a contributing member shall have the right to use such intellectual property for their own research and teaching purposes). Whenever feasible, Community Hub events are organised in proximity to, or in collaboration with other events, in order to involve members as widely as possible and to meet ecological and economic sustainability concerns. , for attendees, ELIA and the Working Group as organisers.

The Working Group may not incur any costs unless it has received the prior approval of the ELIA Executive Group for such expenditure. Member travel and accommodation costs are covered by member institutions, unless other funding mechanisms are in place.

The Working Group advises and supports the ELIA Representative Board and Executive Group regarding advocacy initiatives related to the CCSI's on European and transnational policy level.

The Working Group reports to the ELIA Executive Group.