

ELIA Governance of Working Groups and Steering Groups

*Originally endorsed by the ELIA Representative Board on 4 April 2019,
small revision approved by the Executive Group on 12 June 2024*

A. Working Groups

What is an ELIA Working Group?

Following the ELIA strategic agenda, ELIA develops several activities for the ELIA community addressing topics relevant to its members, which are in large part developed thanks to the work done by ELIA's Working Groups.

To guarantee the development of such activities arising generally from the strategy and to involve ELIA's members in content development and knowledge sharing, ELIA supports several Working Groups.

Working Groups are either initiated by individual members, or by the Executive Group. These are the governing rules for Working Groups.

1. Appointment

- a) Members who have an idea for a Working Group on a specific topic may approach the Executive Group with a proposal for appointment of a Working Group.
- b) The Executive Group appoints the specific Working Group, appoints a chair of the Working Group and formulates a mandate for the Working Group. Working Groups can also create their own mandates as long as this has the approval of the Executive Group. The governance rules for ELIA Working Groups apply.
- c) The mandate consists of the main aims of the Working Group and a tentative time frame for the group, which may exist for a limited or an unlimited amount of time.
- d) ELIA Members may approach the ELIA team with an expression of interest to participate. The chair of the Working Group is responsible for proposing potential members of the Working Group to the Executive Group.
- e) The Executive Group appoints the members of the Working Group.
- f) Working Groups are only open to ELIA members.

2. Chair

- a) Usually and preferably, only members of the Representative Board act as Working Group chairs, to ensure a strong connection between Working Groups and the Representative Board. Any exception to this rule needs to be approved by the Executive Group.
- b) In the case of the Working Groups for ETHO and PIE, both of whom represent a so-called grassroots community within ELIA, the following holds: if the chair is not a member of the Representative Board, the Working Group will appoint a member of the group to become a non-voting member of the Representative Board.
- c) The chair proposes potential members for the Working Group to the Executive Group, following a call to the membership (see article 3).
- d) The chair calls, organises and documents the meetings of the Working Group, with the assistance of the ELIA Office.
- e) The chair communicates with the ELIA office about the activities of the Working Group

- and produces content for information distribution (website, social media, etc.).
- f) The chair reports in the Representative Board meetings on the activities of the Working Group.
 - g) The chair initiates a self-evaluation of the Working Group at least every two years.

3. Working Group Members

- a) All Working Groups generally include two members of the Representative Board, including the chair. Representative Board members are appointed by the chair.
- b) Selection of non-board Working Group members is generally through a call to the membership, in order to enhance the inclusivity of the group. Working Groups that wish to deviate from this approach, can request special dispensation from the Executive Group.
- c) Anyone working or studying at an ELIA membership institution can apply to be part of a Working Group.
- d) Only persons associated with ELIA member organisations may become members of a Working Group.
- e) Working Groups aim for a balance in their composition to reflect all dimensions of differences amongst the ELIA members. Working Groups will take a pro-active approach to ensuring a balanced composition when selecting new members.
- f) Ideally, each member of a Working Group is affiliated with a different institution and a different country, to mirror the diversity of the network.
- g) Members attend meetings and contribute to the activities of the Working Group. 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 (but that a contributing member shall have the right to use such intellectual property for his / her own research and teaching purposes).
- h) The term of serving on a Working Group is a maximum of six (6) years.
- i) The Working Group may not incur any costs unless it has received the prior approval of the ELIA Executive Group for such expenditure.
- j) Member travel and accommodation costs are covered by member institutions, unless other funding mechanisms are in place.

4. Meetings

- a) Working Groups meet at a rhythm agreed by the group (e.g. jour fixe), but at least twice a year. Working Groups are encouraged to have an annual meeting in presence.
- b) Working Groups are expected to organise sessions during the ELIA Biennial Conference (ELIA Day) as well as events throughout the year, online, hybrid and in presence.
- c) Working Groups conduct a self-evaluation at least every two years

5. Working Group Outputs

- a) The outputs of Working Groups are submitted to the ELIA Executive Group for approval prior to publication / disclosure. Any intellectual property created by an ELIA Working Group shall be owned by ELIA and ELIA shall have the right to publish this.

6. Community Hub and Online Platform

- a) ELIA Working Groups should initiate a 'Community Hub' served by the Working Group, which is open to all members who are interested.
- b) The Community Hub should materialize in events as well as in a digital space.
- c) Community Hub events are organised by the Working Group under the lead of the chair and with the aid of the ELIA office.
- d) Community Hubs offer content on the topic of the Working Group to all ELIA members.

7. ELIA Office

- a) Each Working Group will have a staff member of the ELIA Office as liaison.
- b) The ELIA Office liaison serves to provide liaison to other groups and the Representative Board, as well as assisting the Working Groups in creating content.
- c) The ELIA Office, within the limit of its resources, provides services in minuting and scheduling the meetings, in collaboration with the Working Group chairs.

B. Steering Groups [unchanged per 12 June 2024]

What is an ELIA Steering Group?

ELIA Steering Groups are groups put together for the purpose of steering an event or project within the ELIA activity framework. They are part of the governance structure of ELIA which guarantees a significant involvement of the membership in ELIA's activities.

1. Appointment

- a) The ELIA Biennial, the ELIA Academy and the ELIA Leadership Symposium are steered by a Steering Group.
- b) If the Executive Group decides, also other events or projects may be steered by a Steering Group.
- c) Steering groups are appointed for the time necessary to organise the event or project.
- d) Steering groups are debriefed in an evaluation meeting which takes place several weeks after the event.
- e) Steering Groups are appointed by the Executive Group and consist of an uneven number of members, usually 5.
- f) The composition of the group is as follows (in the case of 5 voting members): 2 members are nominated by the host institution(s), usually the institutions' leaders; 3 members are nominated by the Executive Group and are usually members of the Representative Board.
- g) In addition, other (non-voting) members might be co-opted by the Executive Group.
- h) The ELIA Executive Director (CEO) and the ELIA Conference Manager are also (non-voting) members of the steering group.

2. Chair

- a) The Executive Group appoints one Steering Group member as chair.
- b) Preferably, the chair is part of the Executive Group.
- c) Usually, the Chair does not also represent the host unless the Executive Group explicitly approves this.
- d) The Chair chairs the meetings which are prepared and organised by the ELIA Conference Manager.
- e) The Chair sees to it that the crucial decisions are taken in a timely manner by the steering group.

3. Role of CEO (ELIA Executive Director)

- a) The CEO is an ex officio member of every steering group and is primarily responsible for providing liaison with other groups and the Representative Board.
- b) The CEO will bring the resources of the organization to support the steering group as is reasonable and practical but is ultimately responsible for any decisions involving fiscal matters.
- c) The CEO will provide advice and guidance but is not a voting member.

4. Meetings and Responsibilities

- a) Meetings take place as often as the Steering Group deems necessary.
- b) The Steering Group endorses work plans of the event/project.
- c) The Steering Group endorses the budget of the event/project.
- d) The Steering Group steers monitors and evaluates the event/project.
- e) The Steering Group reports to the Executive Group.