

3 MusiQuE Board

The MusiQuE Board is responsible for all decision-making and for the commissioning of actions in relation to the operations of MusiQuE. It is therefore the key entity in MusiQuE's structure and its composition, roles and responsibilities have a critical bearing on the effective and appropriate functioning of MusiQuE.

3.1 Composition

The MusiQuE Board is composed of a statutory minimum of five members appointed on the basis of proposals by the three organisations involved in MusiQuE: the Association Européenne des Conservatoires, Académies de Musique et Musikhochschulen (AEC), the European Music Schools Union (EMU) and Pearle*-Live Performance Europe (the Performing Arts Employers Associations League Europe).

The proportion of members appointed by AEC shall be in an absolute majority. Therefore, with the Board's minimum composition of five members, three will have been appointed by AEC, one by EMU and one by Pearle*. In addition, a balance in terms of geographical origin and musical background will be sought wherever possible, both among the members appointed by AEC and across the Board as a whole.

From time to time, the size of the MusiQuE Board may be increased, ensuring that the number of Board members matches the level of activity of MusiQuE and that the demands upon Board members are realistic. The Board may also name further organisations able to nominate one Board member each, where this is felt to add to the inclusiveness and range of expertise represented across the Board. Where the new members added would otherwise result in AEC-appointed members ceasing to be in the overall majority, additional Board members will be appointed by AEC in order to maintain this.

3.2 Nomination of Board members

Board members are nominated for 3 years with the possibility of renewing their term once (i.e. for a maximum of 6 years). For organisations other than AEC, contributing one member each, this entails a nomination and selection process (or the renewal of the term of an existing representative) every three years. For AEC, with its multiple representation on the MusiQuE Board, a rolling system has been established, with different representatives starting and finishing their terms in different years, to balance the requirements of regular refreshment of the Board's composition with a necessary stability in its functioning. This means that, for AEC, either a process of renewal of term or nomination and selection of a new representative will take place in every year.

3.2.1 Criteria for the nomination of Board members

Organisations responsible for proposing Board members should ensure that the candidates have:

- a good knowledge of professional musical life and/or of higher music education, if possible at the European level
- experience of evaluation and/or accreditation procedures

3.2.2 Nomination processes

3.2.2.1 Nomination process for AEC representatives on MusiQuE Board

AEC representatives are nominated by the AEC Council, following a call for interest; Council's nominations are then validated by AEC General Assembly before being submitted to the MusiQuE Board. The whole process takes just under a year between the call for applications and a new representative taking his or her place on the Board.

The sequence of events is as follows:

- An open call for applications is launched every year in spring by the MusiQuE staff to recruit MusiQuE Board members. This call includes the criteria to be met and, where appropriate, indicates whether a standing member wishes to put themselves forward for re-election to a second term
- Interested individuals apply to AEC Council every year by 1st June
- AEC Council studies the applications at its autumn meeting (in September) and prepares a draft recommendation for the MusiQuE Board, including a list of candidates by order of preference
- The AEC General Assembly is asked to endorse this recommendation, both in terms of the names put forward and the order of preference (usually in November)
- The endorsed recommendation is communicated to the MusiQuE Board
- The MusiQuE Board selects the candidate(s) based on the recommendation from AEC Council and in accordance with the legal requirements for the Dutch foundation
- Following the meeting, the MusiQuE staff inform the successful applicant and AEC Council of the outcome
- The new (or renewed) representative takes up his/her place on the Board from its next meeting

In addition to the criteria for all MusiQuE Board members listed in 3.2.1, the prospective Board members nominated by the AEC should:

- Be listed on MusiQuE peer-reviewers' register
- Have been involved in reviewing institutions or programmes (at national or international level)
- Not be current members of AEC Council (if appointed, they should not simultaneously hold the office of MusiQuE Board member and AEC Council member at any point within either mandate)

3.2.2.2 Nomination process for EMU and PEARLE* representatives on MusiQuE Board

EMU and Pearle* representatives (and those of other organisations named in future by the MusiQuE Board) are mandated by their respective Boards through procedures determined by those organisations, but along similar lines to those set out above. The process is always initiated by a call for applications being issued by the MusiQuE staff but, as seen above, this will only take place once every three years (except in the event of a representative ending his or her term prematurely).

3.3 Role and responsibilities:

The MusiQuE Board will undertake the following activities:

Concerning the review and accreditation procedures

- Receive notification of each request from an institution for a review and monitor the overall quantity of these and their planning, taking into account the human and other resources of MusiQuE
- Confirm through a letter of acceptance when a request for the review is granted and, in that letter, set out the overall review timeframe
- Assess and approve proposals for peer-reviewers selected from the Register by the MusiQuE staff for each review, based on the relevance of their expertise, and monitor these proposals for signs of over-use of certain individuals or neglect of others on the Register who seem to have comparable expertise
- In the case of MusiQuE Quality Enhancement Reviews: review final reviewers' reports to ensure their consistency with, and relevance to, the review standards. Following this, confirm in writing to the institution that the institution/programme/joint programme has been reviewed by MusiQuE with due reference to the MusiQuE standards and procedures
- In the case of accreditation procedures: consider each final report written in the framework of accreditation procedures and check if the justifications listed by the review team for each standard support the proposed level of compliance with that standard; take the final formal decision on the accreditation of the institution/programme/joint programme based on the proposal of the Review Team; confirm this in writing to the institution.
- Monitor the follow-up process(es) relating to conditions and recommendations in reviews.
- Receive appeals requests from institutions and, following this, activate the Appeals Committee by alerting the standing committee member and appointing a second member with appropriate expertise to deal with the appeal; receive the verdict of the Appeals Committee and take the formal decision on its approval or otherwise; communicate the result of the appeal to the institution

Concerning the Register of Experts

- Compile, maintain and update a Register of expert peer-reviewers who may be drawn upon to undertake quality assurance and accreditation activities on behalf of MusiQuE
- Periodically advertise across the AEC, EMU and Pearle* memberships (and those of any additional organisations who may be invited to join the Board) for new individuals to come forward to be considered for inclusion on the Register
- Review CVs of individuals to determine their suitability for inclusion on the Register and, if satisfied, approve their inclusion
- Respond promptly to situations where the MusiQuE staff is unable to assemble from the existing register a suitable panel of reviewers for a visit and requires consideration of a new candidate with appropriate expertise for the visit in question
- When alerted by the MusiQuE staff of problems related to the reviewers, seek confidential feedback from Chairs of review teams and/or the secretary appointed by MusiQuE on the performance of individuals within the review teams and on any recommendations they have that might flow from this for additional training, briefing before visits, etc.
- From time to time, review the suitability of individuals who have been included for a period of several years on the register – especially those who have been engaged in little or no quality assurance or accreditation activity during that time

Concerning internal quality assurance of MusiQuE

- Consider the results of feedback questionnaires filled in by institutions and reviewers and take appropriate actions for improvement
- Consider ways in which the consistency of the reports can be assured, for example by inviting second readers
- In consideration of the above and any other relevant information, produce an annual report on all its activities for the year, noting any good practice observed and identifying any areas where it believes beneficial changes might be made.
- Appoint an External Evaluator, independent of the operations of MusiQuE, who will review material documenting MusiQuE's activity, especially the annual report
- Consider the comments of the External Evaluator and take appropriate actions for improvement
- In the event of a formal complaint being received from an institution involved in a review, activate the complaints procedure and, having determined the validity or otherwise of the complaint, inform the complainant of the result
- Prepare for external reviews (ENQA/EQAR)

Concerning financial matters

- Monitor and decide upon financial issues such as annual budgets, pricing policies and future financial self-sustainability
- Approve the annual accounts
- In connection with this, establish and periodically review a formal business plan for quality assurance activities

Concerning further development, external relations and communication

- Initiate new activities deemed to be consistent with the vision and mission of MusiQuE and achievable within existing and anticipated resources
- Keep under consideration ways in which the MusiQuE quality assurance and accreditation activities might be encouraged to expand, develop and evolve across the European Higher Education Area as a whole
- Ensure that the Boards and General Assemblies of each of the partner organisations are informed about the work of MusiQuE and have the opportunity to suggest improvements to the system, extension of its scope, and any other initiative
- Every two years, commission an individual well experienced in higher music education, and in quality assurance activities within this sector to produce a trend analysis
- Contribute to the communication and dissemination of information about MusiQuE activities, including representing MusiQuE - individually and, where appropriate, collectively - at quality assurance and accreditation-related events
- Sign cooperation agreements with other quality assurance and accreditation bodies/agencies

3.4 Special roles within the MusiQuE Board

The Board includes a Chair, a Secretary and a Treasurer. These roles are agreed on an annual basis by the Board itself, based upon the membership for that year. The Chair, Secretary and Treasurer may be re-elected annually for as many years as they remain members of the Board (maximum 6) and there is no separate term of office for them.

3.5 Decision-making processes

All decisions are taken by a simple majority of members present. In the case of the Board having an even number of members, the Chair shall have a casting vote where the number of votes initially cast is equal.

3.6 Level of commitment and financial arrangements

It is expected that Board members will:

- attend 2 Board meetings per year (i.e. 2 meetings of one full day, excluding travel)
- prepare thoroughly for these meetings (i.e. 1 day of preparation per meeting)
- respond to some requests by email (e.g. 1 full day per year)

All travel, accommodation and subsistence expenses will be covered by MusiQuE.

3.7 External staff and supporting staff

3.7.1 Peer-reviewers

Peer-Reviewers form the teams that carry out the reviews commissioned by the Board. MusiQuE works with a pool of international specialists in the relevant musical fields, able to understand the specificities of the various institutions, programmes and disciplines. More information on MusiQuE peer-reviewers is provided below: chapter 4 presents MusiQuE Peer-Reviewers Register and describes the training received by MusiQuE peer-reviewers; chapter 9 addresses the composition of the Review Team and the roles and responsibilities of the reviewers.

3.7.2 Support staff and secretaries

The MusiQuE Board depends for its effective functioning on support provided between its meetings and during its reviews by suitably qualified individuals. The individuals who make up the MusiQuE staff are responsible for ensuring continuous support to the MusiQuE Board: they prepare the Board meetings, ensure that the Board decisions are implemented and coordinate the review procedures (see the role of the MusiQuE staff during review visits in Section 7.1). A member of the MusiQuE staff will usually serve as secretary during MusiQuE review procedures.

MusiQuE staff members are individuals seconded by AEC. The Board may also hire external individuals on a short-term basis to serve as secretaries or in other roles for specific review procedures in order to ensure that the overall workload of activities is manageable.