

General Terms of Reference for AEC Working Groups, Task Forces and Stakeholder Networks

The AEC appreciates the commitment of its members to the common goals of its work. The active support of those who volunteer for this task by expressing their readiness and will to be part of a Working Group, Task Force or Stakeholder Network (hereafter referred to as *working group*) is a cornerstone of AEC's success. On behalf of its members, the AEC expresses its gratitude to them.

Commitment

A working group member should:

- Be willing and able to dedicate time and energy to supporting the aims and objectives of their working group, as well as AEC's overall goals.
- Have a clear understanding of AEC's mission, vision, tasks and strategic goals.
- Be aware of the political framework conditions to which Higher Music Education (HME) in Europe is exposed.

Tasks

A working group member is expected to:

- Attend and actively participate in all meetings and activities assigned to their working group, unless attendance is impossible due to justified and urgent reasons.
- Prepare for working group meetings by reviewing relevant documents.
- Provide expertise during working group meetings and activities, contributing to the development and formulation of the results.
- Complete tasks assigned by the chair and AEC representatives (such as research, crafting texts, collecting information, etc.) in a timely manner, ensuring deadlines are met.
- Communicate information to and from fellow working group members in a timely manner.
- Act as an ambassador for AEC by disseminating the results where appropriate, particularly within their own institution and externally.
- Inform the AEC working group coordinator about any dissemination activities undertaken.
- Contribute to building connections and synergies with other working groups, projects, events and constituencies.

Benefits

A working group member will have the opportunity to:

- Exchange information, know-how and perspectives with other international experts in an ever-changing environment.
- Gain additional knowledge and expertise in the field of HME for apply in their home institutions.
- Contribute to the future developments in HME.
- Build up a network of international relations.
- Investigate, develop and test examples of good practice and innovative systems.
- Meet new colleagues and explore creative approaches in a collaborative atmosphere.

Specific Terms of Reference¹ for the Diversity, Equity and Inclusion (DEI) Panel of Experts 2025-2028

Outline

Diversity, Equity and Inclusion (DEI) represent a cross-cutting objective for AEC's activities planned from 1 February 2025 to 31 January 2029, with the support of the [Creative Europe grant](#). This commitment also applies to the internal practices of the AEC. The **DEI Panel of Experts** will work to address imbalances within the cultural and creative sectors, focusing on gender equality, ethnicity, socio-economic background, and other interrelated dimensions.

Activities and deliverables²

The activities planned by the DEI Panel of Experts include:

- 1) Developing an action plan for integrating DEI priorities into AEC's activities
- 2) Advising the AEC on recruitment processes and selection criteria for AEC Working Groups, Task Forces and Stakeholder Networks
- 3) Facilitating safe and creative spaces at AEC regular events [in-presence]
- 4) Organising DEI workshops at AEC member institutions, based on a workshop model designed and tested by the Diversity, Inclusion & Gender Equality (DIGE) Working Group (2022-2024) [in-presence]

Cooperation expected with other entities and working groups within AEC:

- Steering Committee and Office Team (related to activities 1 and 2)
- Special Education Needs Working Group (related to activities 3 and 4)
- Sustainable Development Goals (SDGs) & Music Working Group (disseminating [PRIhME recommendations](#))
- Creative Digital Skills Working Group (providing tools to enhance DEI for educators)

Further AEC initiatives may lead to the assignment of additional responsibilities to the DEI Panel of Experts, depending on emerging needs.

Participation in activities and workload

A member of the DEI Panel of Experts is expected to prepare for, attend and actively contribute to the following activities during the 4-year term:

- Facilitation of at least 1 safe space at an AEC event per year
- Facilitation of at least 1 workshop at an AEC member institution per year (together with 2 other DEI Panel members)

¹ The General Terms of Reference shall not be suspended. However, the Specific Terms of Reference for each working group might be further specified following the recommendation of the working group and according to each working group's individual needs and requirements.

² The complete list of deliverables, including complete description, format and timeline will be shared with short-listed candidates at a later stage.

- Contribution to at least 4 online meetings per year (the frequency may be adjusted based on the group's needs and in advance of activities that require more preparation, such as workshops)

In addition to preparing for and participating in these meetings and in-presence sessions, members of the DEI Panel of Experts are expected to complete the tasks assigned by the chair and AEC representatives (research, text crafting, information gathering, etc.) in a timely manner.

Financing

Being a member of a working group is a voluntary activity.

However, each member of the DEI Panel of Experts preparing and facilitating a DEI workshop of 1.5 days at an AEC member institution will receive an honorarium of 400,00 EUR (excl. VAT). This amount is cumulative if multiple workshops are delivered, and covers all steps, from the preparation stages to the reporting process. The honorarium for workshops is contingent on the smooth development of the overall activities.

Please note that members of the DEI Panel of Experts are expected to participate in the other activities outlined for the group, as well as attend the meetings described on page 2. This work is to be carried out on a voluntary basis³.

In addition:

- A DEI Panel of Experts member will be covered for the following expenses:
 - Travel and accommodation for attending in-presence activities as agreed on by the group and approved by the AEC; trips and hotel bookings will be handled by the AEC Office Team.
 - Organised meals (i.e. catering) for attending in-presence activities as agreed on by the group and approved by the AEC; to be handled the AEC Office Team.
- A DEI Panel of Experts member will NOT be covered for the expenses listed below, which are to be reimbursed by the institution who designated the individual:
 - Local transport costs from home addresses to airports / train-bus stations and vice versa, and from airports / train-bus stations to hotels and vice versa.
 - Consumptions during travels not included in the organised meals.
 - Any other costs (e.g. taxis, parking slot, etc.).
- In case of financial impossibility, candidates are still strongly encouraged to apply, indicating they will need additional support from the AEC than the coverage described above. Financial impossibility is not considered in the selection process of the candidates. A mutual and binding agreement will be found concerning the financial conditions if the individual is selected.

³ AEC keeps the right to allocate additional tasks to the members of the Panel upon agreement and payment of a service fee. These would depend on the particular circumstances and conditions that may arise for the good implementation of AEC's activities.

Membership terms

- Members of the DEI Panel of Experts are appointed for 4 years, from 2025 (starting date TBD) to the end of December 2028.
- In the rare event that a member of the DEI Panel of Experts wishes to resign during their term, they should inform the AEC Office as soon as possible and shall agree with the AEC Office on the length of the remaining period for which they will continue to serve on the group. They may then be replaced by another person selected through an open call.
- Proactivity, as well as geographical, expertise and gender balances, will be the applied criteria to guarantee the diverse and dynamic character of the DEI Panel of Experts, which should ideally recreate the diversity of AEC member institutions.
- The AEC believes it is essential to directly incorporate student perspectives into the various working groups and gain insights from their lived experiences. Therefore, position(s) will be reserved for student representative(s) in the different groups⁴. Student voices will be invaluable in shaping the discussions and outcomes, and we encourage students to contribute with their ideas and perspectives while gaining experience collaborating with representatives from AEC's member institutions. Applications are welcome from students across all relevant academic fields and levels of study.
- The AEC reserves the right to discontinue the membership of a DEI Panel of Experts member not compiling with the conditions stated in the present document. A member leaving their home institution, changing their job position or in any other similar circumstance, must notify the AEC Office as soon as possible.

Other

The work of the DEI Panel of Experts will build upon the work carried out by previous groups on similar topics, within the framework of past Creative Europe projects led by the AEC, namely AEC – Strengthening Music in Society (AEC-SMS, 2017–2022) and AEC – Empowering Artists as Makers in Society (ARTEMIS, 2022–2025).

Candidates to the DEI Panel of Experts are encouraged to review some of the outcomes produced by these earlier groups. These outcomes may serve as inspiration for the topics to be addressed, provide insight into the work that has been accomplished, and clarify what is expected in terms of follow-up activities:

- [Artistic Plurality and Inclusive Institutional Culture in Higher Music Education](#)
- [Diversity, Equity and Inclusion in Higher Music Education: An Invitation for Action](#)

⁴ The European Performing Arts' Student Association (EPASA), will be consulted in relation to the appointment of the student(s) representative(s).

Application

- **Deadlines – Key Dates:**

- 28 January: the call is launched
- 14 February: deadline for applications
- 21 February: results communicated to the applicants. Accepted applicants are required to confirm as soon as possible and give their availability for the first DEI Panel of Experts online meeting to be held in the week of 3 March.

During the application process, the AEC Office reserves the right to conduct short interviews with candidates via Zoom prior to making a final decision.

The AEC encourages individuals with a strong knowledge, significant experience, and / or high motivation for DEI topics to apply. Additionally, while not imperative, it is desirable for candidates to have experience in facilitating public sessions and delivering presentations (in English).

- **Documents to be sent by the applicants:**

1. The candidates' CV
2. The candidates' motivation letter to join the DEI Panel of Experts
3. A letter from the legal representative of the institution confirming the institution's readiness to enable and recognise the participation of the candidate to the DEI Panel of Experts in case they are selected

Applications should be sent via email to Alfonso Guerra, DEI Panel of Experts Coordinator at alfonsoquerra@aec-music.eu

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