

## 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.

The AEC is committed to ensuring that participation in its working groups is open, inclusive, and reflective of the rich diversity across its network of member institutions. In particular, the AEC strives to address structural barriers to access and to create equitable opportunities for teachers, students, administrative staff, alumni, and others, especially those from under-represented and minoritised communities. This commitment is central to the mission of all AEC working groups.

### 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 or offer a relevant perspective and valuable insights 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.

## **Membership terms**

- All members of the WG are appointed from October 2025 to end of December 2028.
- A member of the WG will be appointed as Chair.
- In the rare case that a WG member wishes to resign from membership 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 term on which they will continue to serve on the WG. They may then be replaced by another person selected upon an open call.
- The AEC reserves the right to discontinue the membership of a WG member not complying with the conditions stated in the present document. A WG member leaving their home institution, changing their job position or in any other similar circumstance, must notify the AEC Office as soon as possible.
- The AEC believes it is essential to directly incorporate student perspectives into its WGs and gain insights from their lived experiences. Therefore, position(s) are reserved for student representative(s) in most of AEC WGs<sup>1</sup>. Student voice is invaluable in shaping the discussions and outcomes, and students will be encouraged to contribute with their ideas and perspectives while gaining experience collaborating with other representatives from AEC's member institutions. Applications are welcome from students across all relevant academic fields and levels of study.

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<sup>1</sup> The European Performing Arts' Student Association (EPASA) will be consulted in relation to the appointment of the student(s) representative(s).

# Specific Terms of Reference<sup>2</sup> for the Digitisation Working Group 2025-2028

## Outline

AEC's mission is to promote higher education in music and art and their societal importance.

AEC's objectives stated in its [Strategy 2030](#) include:

- taking a leading role in promoting the integration of the Sustainable Development Goals and the principle of Triple Transformation in the sector (green, digital and social)
- promote the continued development and integration of digital tools, including AI, in the institutions' curricula and operations

The Digitisation Working Group (WG) will contribute to AEC's mission and to these objectives by further building the sector's capacities, developing transversal digital competencies and exploring the opportunities and challenges arising from the development of AI.

The WG will be created in October 2025 and conduct its activities until the end of 2028, with the support of the [EU Creative Europe grant for European Networks](#).

## Membership

Membership of the WG is open to:

- representatives of AEC member institutions
- students enrolled in AEC member institutions
- alumni previously enrolled in AEC member institutions

## Focus areas, activities and deliverables<sup>3</sup>

The Digitisation Working Group (WG) will have three focus areas (and may form subgroups depending on the specific areas and tasks):

### 1/ Building capacities for teachers and students [Creative Digital Skills]

This will include:

- mapping prominent digital Learning & Teaching practices within higher music education institutions (HMEI) and beyond

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<sup>2</sup> 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.

<sup>3</sup> The complete list of deliverables, including complete description, format and timeline will be shared with short-listed candidates at a later stage.

- creating an AI Roadmap and recommendations regarding tools, ethics, digital rights etc. relevant to higher music education
- developing a DigComp Framework for HME - based on the [DigCompEdu \(European Framework for the Digital Competence of Educators\)](#), a framework describing what it means for educators to be digitally competent, including tools for enhancing DEI
- plan and deliver 3 online workshops for Heads of Department/Teachers/Students in 2027 and 2028

## 2/ Connecting with music profession and audiences to strengthen the digital transformation and understanding the digital music marketplace [Digital Audiences and Business Models]

This will include:

- planning and delivering 2 online webinars per year on digital audiences and business models, bringing together HMEIs and industry partners (e.g. representatives from the CCSIs, the DSP (Digital Streaming Platforms), data collectors (e.g. Chartmetric), music rights holders (e.g. Warner, SONY), the broadcasting sector (EBU) or the live scene (e.g. LiveNation), as well as relevant alumni, to better understand the digital shift.

## 3/ Building futures of HME [Digital Music Laboratory]

This will include:

- conducting analyses
- creating sector scenarios, i.e. series of descriptions of institutional profiles developed in response to or in anticipation of certain societal developments (Each of these scenarios will list important characteristics of a higher education institution containing descriptions of its educational profile, artistic priorities and to which degree digital tools is used, both in the creative processes and as digital interfaces supporting the enhancement of the musical ecosystem such as audience development).
- creating strong advocacy for the sector

*Further AEC initiatives may lead to the assignment of additional responsibilities to the Digitisation Working Group (WG), depending on emerging needs.*

### **Cooperation expected with other entities and working groups within AEC:**

- AEC Office Team and AEC Council
- Other AEC Working Groups where relevant

### **Participation in activities and workload**

A member of the Digitisation Working Group (WG) is expected to prepare for, attend and actively contribute to the following activities during the term (Oct. 2025 to December 2028):

- 1 WG meeting in person per year (i.e. 3 in-person WG meetings in total)
- At least 2 WG meetings online per year (to be discussed according to the group's needs)

- Possibly, sessions at AEC events, organised by the WG itself or coordinated by other AEC WGs

In addition to preparing for and participating in these meetings and in-presence sessions, WG members 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.

- A WG 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 WG 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 (including for alumni), 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.

## Other

The work of the Digitisation Working Group (WG) 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), in particular:

- Work and activities if the [2022-2025 Digitisation Working Group](#)
- The Roadmap for Higher Music Education Institutions produced by this Working Group to help institutions embrace digital transformation [Navigating Digitisation](#) (2025)

## Application process

- **Deadlines – Key Dates:**

- 16 June 2025: the call is launched
- **8 September 2025: deadline for applications**
- By end September 2025: results communicated to the applicants. Accepted applicants are required to confirm as soon as possible.

- **Selection process**

**The AEC encourages individuals with a strong knowledge, significant experience, and / or high motivation for conducting the work detailed above in Focus areas, activities and deliverables. The members will be recruited based on their expertise and/or experience within the focus areas of the WG: Creative teaching and music making, supporting sustainable practices and improving an efficient institutional operation.**

- The selection of all applicants will be conducted by the AEC Office and approved by the AEC Executive Committee.
- For students and alumni, applications will first be considered and shortlisted by the Board of [EPASA - Empowering the voice of performing arts students and emerging artistic professionals in Europe](#) and the shortlist shared with the AEC Office.
- During the process, the AEC Office reserves the right to conduct short interviews with candidates via Zoom prior to making a final decision.

In the selection process, the AEC will aim to ensure a diverse and inclusive group composition by considering intersectional dimensions such as gender, geography, artistic background, disability, race and ethnicity, and other underrepresented perspectives within the HME landscape. Metrics proposed by the AEC DEI Panel of Experts will be used to guide inclusive and holistic selection.

To support continuous reflection, participants may be invited to contribute to periodic DEI feedback and monitoring efforts across AEC working groups.

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

1. The candidates' CV
2. The candidates' motivation letter to join the Digitisation Working Group (WG)
3. A short identity statement (max. 250 words) outlining how the candidates' lived experience, background, or values might contribute to inclusive, creative, and socially engaged work within the Working Group. This may include (but is not limited to) experiences related to race, ethnicity, migration, gender, sexual orientation, disability, or socio-economic background.
4. 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 Digitisation(WG)  
OR FOR ALUMNI: A recommendation letter from a representative of an AEC member

institution or another organisation in the cultural sector.

Applications should be sent via email to Finn Schumacker, Digitisation WG Coordinator at [finnschumacker@aec-music.eu](mailto:finnschumacker@aec-music.eu).

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