

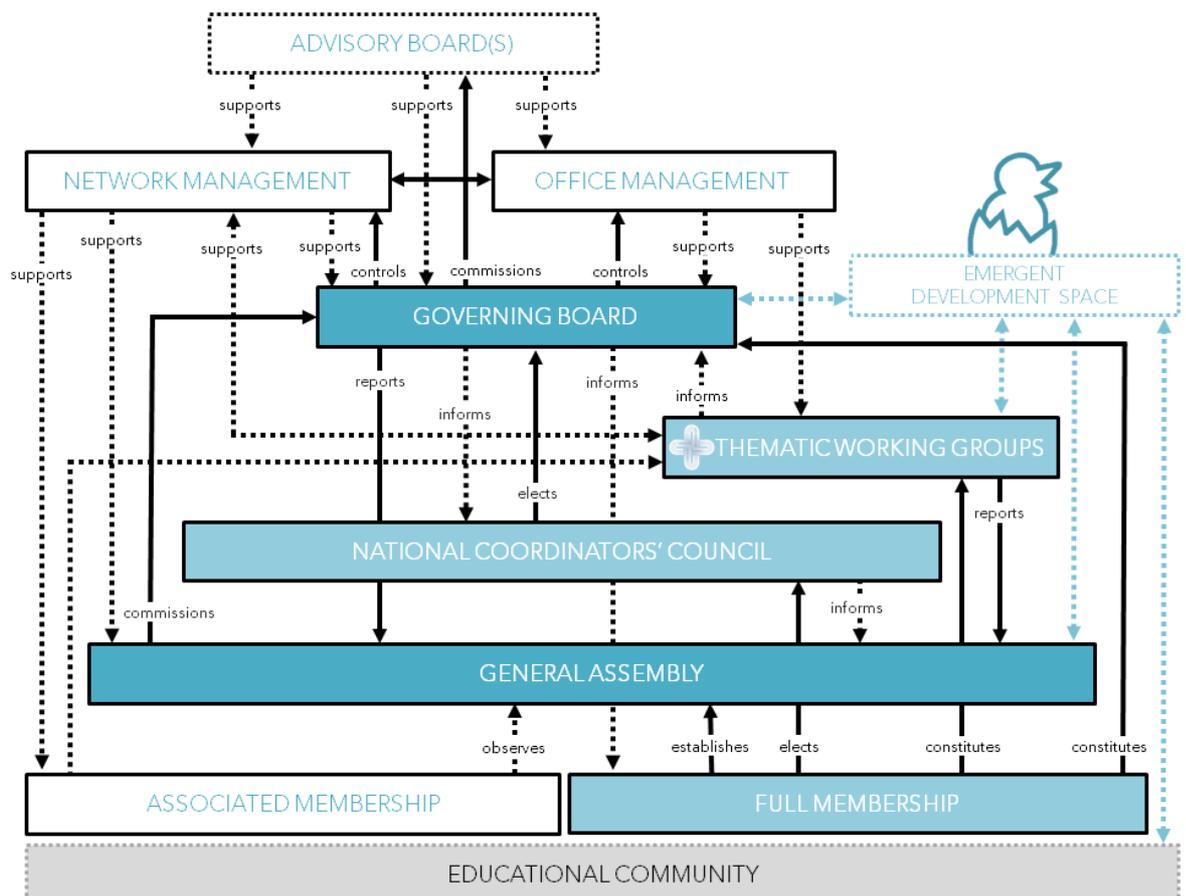
The organisational structure is a public document that presents the functional units of ENPHE. It includes the network’s main hierarchical arrangements and responsibilities.

PRINCIPLES

ENPHE is a network with rather limited human and financial resources. It is strongly based on the principles of trust and transparency. At the same time, the network seeks to allow for innovativeness and new ideas. For its operations, ENPHE hugely relies on the voluntary commitment of its membership. This includes the positions in the Coordinators’ Council and Governing Board.

Regardless of a clear organisational structure, ENPHE is driven by flat hierarchies. It means that information flows both from top down and from bottom up, and that there is deliberately left room for emergent developments. At the same time, ENPHE’s front-line representatives are empowered to make a range of decisions on their own if these are based on the network’s governing principles.

ORGANISATIONAL CHART



All ENPHE positions are voluntary and unpaid. Any reimbursement of expenses is regulated by the *ENPHE Financial Governance* documentation.

**GENERAL ASSEMBLY:** The General Assembly is ENPHE's highest decision-making body. It consists of one official representative per full member institution. The General Assembly owns ENPHE with its products and services. It holds the ultimate responsibility to ensure that ENPHE is achieving its purpose and vision.

**GOVERNING BOARD:** The Governing Board has the duty to govern ENPHE and to carry out all actions it considers necessary to implement the mission and vision of the network in accordance with the strategic statement and charter of ENPHE. The Governing Board is supported by the Coordinators' Council. It consists of six members who are a chairperson, a vice-chairperson, a treasurer, a student member and two members at large.

**COORDINATORS' COUNCIL:** The Coordinators' Council liaises and facilitates between the ENPHE full membership and the Governing Board. It supports the Governing Board to govern ENPHE and to carry out actions necessary to implement the mission and vision of the network in accordance with the strategic statement and charter of ENPHE. The council consists of two representatives per full member country (= country consortium) which are one coordinator and one deputy coordinator.

**THEMATIC WORKING GROUPS:** The Working Groups enable in-depth thematic cooperation between representatives of the ENPHE member organisations. The aim of a thematic working group is to cocreate related to current European physiotherapy higher education needs. Any products or services developed in the framework of a working group are collectively owned by ENPHE. Each group consist of a group leader and up to three additional core members who can be both educators and students of ENPHE member organisations.

**EMERGENT DEVELOPMENT SPACE:** The emergent development space is a pop-up unit that allows for learning and co-creation. It aims to develop innovative and creative solutions related to complex challenges the network is facing. It is characterized by strongly reduced hierarchical structures and new forms of collaboration. It provides room for dealing ad-hoc with unexpected matters and developments. The emergent development space can be initiated and joined by any ENPHE member. It is facilitated by the Governing Board.

**MANAGEMENT UNIT:** The Management Unit consists of an office management and network management unit. The office management unit is responsible to support the full membership with all logistic and administrative tasks related to the network's activities. The network management unit is responsible to support the Governing Board, the Coordinators' Council and the Working Groups with the professional governance and development of ENPHE.

**ADVISORY BOARD:** The Advisory Board supports the Governing Board with non-binding strategic and operational advice related to the governance and management of the network. The advisory board has an informal nature without authority to vote or decide on ENPHE affairs.



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