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# Conceptualising the Sustainability of European University Alliances: An Interorganisational Network Perspective

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**Annotation.** European University Alliances are expected to continue beyond project funding, yet the organisational conditions supporting continuity remain insufficiently conceptualised. This study synthesises interorganisational network research and European policy documents. It identifies five interacting mechanisms: resource continuity, institutional embedding, governance capacity, relational capacity, and adaptive decision-making. Funding alone does not make collaboration durable.

**Keywords:** *European University Alliances, interorganisational networks, network governance, organisational sustainability, institutional embedding.*

## Introduction

The European Universities Initiative has produced a new organisational landscape in European higher education. Since 2019, the European Union has supported transnational alliances intended to establish long-term cooperation in education, research, innovation, mobility, and engagement with society. As of January 2025, 65 alliances connected more than 570 higher education institutions in 35 countries (Binder & Bol, 2025). These alliances are expected to develop joint strategies, pool resources, facilitate

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mobility, create joint educational provision, and contribute to the European Education Area. Their ambitions therefore extend well beyond the delivery of a conventional funded project.

This ambition creates temporal and organisational tension. European University Alliances were initiated and expanded through fixed-term funding calls, but they are expected to become durable structures of cooperation. Project funding can initiate joint activities and provide the resources needed for experimentation. It does not, by itself, ensure that alliance activities will be integrated into member universities, that participating institutions will continue to commit resources, or that common governance will remain legitimate and effective after a funding cycle ends. The European Commission (2025a), the European University Association (2020), and Estermann et al. (2021) identify long-term funding, institutional integration, governance, legal status, and national regulatory differences as persistent concerns.

European University Alliances do not follow a single prescribed governance model. They vary in size, decision-making arrangements, division of responsibilities, degree of centralisation, and legal formalisation. This diversity enables adaptation to institutional and national contexts, but it also makes sustainability difficult to evaluate through a single formal indicator. The continuation of funding, the creation of a legal entity, or the number of joint activities may each reveal one aspect of continuity without demonstrating that an alliance has developed the organisational capacity to sustain collective action.

Research on interorganisational networks provides a useful perspective on this problem. Alliances connect autonomous universities that retain their own authority, strategies, resources, and legal obligations while agreeing to pursue shared objectives. Research on network forms and governance (Anheier & Powell, 2021; Jones & Van de Ven, 2013; Provan & Kenis, 2008) indicates that their continuity depends on more than the performance of a central coordinating unit. Resource interdependence, governance arrangements, trust, power, institutional integration, and the perceived value of continued participation all shape this continuity. These factors are often discussed separately in studies of networks, university transformation, and European higher education, leaving their interaction in European University Alliances conceptually fragmented.

The scientific problem addressed in this article is the absence of an integrated explanation of how resource-related, institutional, governance, relational, and adaptive mechanisms enable or constrain the capacity of European University Alliances to continue beyond a temporary project framework. The study asks: What organisational network-related factors shape the sustainability of European University Alliances? Its aim is to develop a conceptual framework explaining alliance sustainability through the interaction of these five mechanisms.

The article makes three contributions. First, it distinguishes the sustainability of an alliance from the environmental sustainability activities that an alliance may undertake.

Second, it connects established network concepts with the specific temporality and institutional complexity of the European Universities Initiative. Third, it identifies five mutually dependent mechanisms that explain why formal continuation alone does not constitute organisational sustainability.

## Theoretical foundations

### *OrganisationalSustainability as a Temporal Capacity*

In organisational research, sustainability concerns the capacity to pursue purposes over time while responding to changing conditions (Bansal & DesJardine, 2014). Applied to an interorganisational network, it cannot be reduced to organisational survival in a narrow legal sense. A network may retain a name or legal entity while joint activities weaken, participation becomes symbolic, or members cease to commit meaningful resources. Conversely, a network may remain viable without extensive formalisation if members repeatedly mobilise resources, coordinate decisions, and renew their commitment.

For this study, the sustainability of a European University Alliance is defined as its capacity to maintain purposeful collective action beyond individual funding cycles while adapting its governance, resources, and relationships to changing institutional conditions. The definition combines continuity, shared purpose, and adaptive capacity. Continuity concerns the persistence of collective activity; shared purpose concerns the preservation or renewal of strategic objectives; and adaptive capacity concerns the ability to revise structures and practices without dissolving cooperation. Sustainability is an evolving capacity rather than a fixed organisational state.

This temporal understanding is especially relevant to European University Alliances. Their formal objectives are long-term, but many activities are organised through work packages, deliverables, and bounded funding periods. A project logic rewards the completion of specified outputs; a sustainability logic requires member institutions to absorb, reproduce, and sometimes redesign those outputs after a particular funding period ends. The transition from funded experimentation to institutional practice is consequently a central analytical problem.

### *European University Alliances as Interorganisational Networks*

Jones and Van de Ven (2013) define interorganisational networks as formally autonomous organisations connected through recurring exchange and coordination relationships. Unlike a unitary organisation, a network cannot rely exclusively on hierarchical authority, and unlike a market, it cannot coordinate all relationships through discrete transactions. As Keast et al. (2006) and Provan and Kenis (2008) show, network participants combine negotiated rules, reciprocal exchange, shared norms, and varying degrees of administrative coordination.

European University Alliances display these characteristics. Member universities remain independent organisations governed by national law, but they pool selected resources and coordinate activities across institutional and national boundaries. Associated partners, public authorities, agencies, societal organisations, and European institutions extend the network beyond its core membership. The resulting structure is multi-level: decisions taken within an alliance interact with decision-making inside each university and with European and national policy environments.

Resource interdependence is central to this relationship. Research on organisational networks links stability to interdependence and to the distribution of benefits and vulnerabilities (Anheier & Powell, 2021; Biggiero & Laise, 2007). Universities join alliances because cooperation can provide access to knowledge, funding, legitimacy, educational opportunities, infrastructure, and international visibility that would be more difficult to obtain independently. At the same time, each institution seeks to preserve autonomy and demonstrate value to its own stakeholders. Network stability therefore depends on whether members continue to perceive reciprocal benefit without becoming excessively dependent on a single funder or participant.

Governance is required to coordinate this interdependence. Provan and Kenis (2008) distinguish participant-governed networks, lead-organisation governance, and network administrative organisations. European University Alliances often combine these modes: rectors' councils and other representative alliance bodies retain collective authority, while staff assigned by a coordinating university, a secretary-general, or a dedicated alliance office manage daily operations. Hybrid arrangements can balance representation and operational capacity, but they also create ambiguity about who has authority, who bears responsibility, and how common decisions enter the internal systems of member universities.

Trust complements formal governance. Chassagnon (2022) shows how relational norms and private ordering can support coordination where contracts remain incomplete. Trust also supports information exchange and reduces the need for continuous monitoring. However, it is not a substitute for accountable decision-making. Networks become vulnerable when continuity depends on personal relationships without stable organisational routines, or when formal collegiality conceals the concentration of influence among a small number of actors.

Power is therefore inseparable from alliance governance. Power can enable coordination, mobilise resources, and overcome institutional inertia, but it can also marginalise participants and create dependency (Fleming & Spicer, 2014; Huxham & Beech, 2009). Participation may be formally inclusive while agenda-setting, information control, or time pressure give some actors disproportionate influence. The sustainability consequences of power are not determined simply by whether governance is centralised or decentralised; they depend on whether influence remains legitimate, contestable, and connected to institutional commitment.

These theoretical strands suggest that alliance sustainability emerges from interacting mechanisms rather than a checklist of independent conditions. Resource continuity, institutional embedding, governance, trust, power, and adaptation must therefore be analysed together.

## Methodology

### *Conceptual Research Design*

This article is a conceptual study based on theory synthesis. Jaakkola (2020) explains that conceptual research contributes by integrating previously separate theoretical perspectives, identifying relationships among constructs, and developing an explanatory framework rather than by aggregating effect sizes. Snyder (2019) and Torraco (2005) describe an integrative review as appropriate where a field is fragmented and the purpose is to critique and connect diverse bodies of knowledge.

The research design combines an integrative review of scholarly literature with a conceptually oriented analysis of selected institutional and policy documents. Both bodies of material inform the conceptual construction, but their roles differ. Scholarly sources provide theoretical concepts and established relationships; institutional documents describe the policy expectations, organisational arrangements, and challenges specific to European University Alliances. Following Bowen (2009), the documentary analysis considered relevance, authenticity, credibility, representativeness, and meaning.

### *Identification and Selection of Sources*

The initial literature search was conducted over approximately one year, from spring 2024 to spring 2025. Google Scholar, Scopus, Web of Science and Scopus AI were the principal discovery tools, supplemented by searches in ERIC, EBSCO, and ProQuest. Search combinations connected European University Alliances or European Universities Initiative with sustainability, interorganisational network, network governance, institutionalisation, trust, power, decision-making, resource dependence, and organisational change. Scopus AI was used only as a discovery aid; every source considered for inclusion was opened and assessed by the authors. Backward and forward citation tracking and expert recommendations identified additional publications. A targeted update during revision added directly relevant institutional and scholarly material published in 2025.

Potentially relevant publications were recorded in a working literature table throughout the search process. The table contained bibliographic information and analytical notes on each source's focus, context, contribution, and relevance to the developing conceptual argument. It was used to compare literature streams, distinguish organisational sustainability from predominantly environmental or pedagogical uses of

sustainability, and document decisions to retain, exclude, or revisit sources. The table therefore functioned as a structured source map supporting conceptual synthesis.

Sources were included when they met at least one of three criteria: they addressed the governance or continuity, preferably of European University Alliances; they developed a theoretical mechanism applicable to the sustainability of interorganisational networks; or they examined institutional change and networked cooperation in higher education. Foundational works were retained irrespective of publication year when they provided concepts necessary for the framework. Sources concerned solely with environmental education, teaching tools, or unrelated research designs were excluded unless they contributed directly to an organisational mechanism analysed in this study.

Institutional documents were selected purposively from the European Commission, European Parliamentary Research Service, and European University Association. Eligible documents had to address the development, governance, funding, legal arrangements, institutional integration, or future direction of the initiative. Promotional webpages describing a single alliance were not treated as analytical evidence. The seven-document corpus comprised the analysis by Binder and Bol (2025), four European Commission sources (2024a, 2024b, 2025a, 2025b), the European University Association's 2020 position paper, and the governance briefing by Estermann et al. (2021). Together, they cover the initiative's development from 2019 through 2025.

### *Conceptual Analysis*

Analysis proceeded iteratively. First, the scholarly and documentary materials were read for statements explaining continuity, vulnerability, or organisational change. Second, the extracted arguments and the analytical notes recorded in the working literature table were organised using provisional concepts derived from network scholarship: resources, governance, trust, power, participation, institutionalisation, and adaptation. Third, related concepts were compared across the two bodies of material and grouped according to the organisational mechanism through which they affected continuity. Fourth, tensions and countervailing effects were examined. For example, formalisation may strengthen accountability while increasing bureaucracy, and centralisation may accelerate decisions while increasing dependency on key actors. Finally, the mechanisms were integrated into a framework explaining alliance sustainability as a relational and institutional capacity.

The analysis did not treat the frequency of a category as evidence of its importance. Instead, the resulting propositions express theoretically grounded relationships and are not empirical generalisations about all alliances. This approach also separates the literature review from the results: the former establishes the relevant concepts, while the latter integrates them into a framework for the sustainability of European University Alliances.

## Results: A Conceptual Framework of Alliance Sustainability

The synthesis defines five interacting mechanisms: resource continuity, institutional embedding, governance capacity, relational capacity, and adaptive decision-making with external embeddedness. None is sufficient independently. Together, they explain how an alliance can convert temporary project resources into a renewable capacity for collective action.

### *Resource Continuity and Reciprocal Value*

Stable resources are an enabling condition of sustainability. Alliance coordination, mobility, joint programmes, digital infrastructure, and stakeholder engagement require financial and human capacity. The European Commission (2025a) and European University Association (2020) identify continuing dependence on successive European funding calls as a barrier to long-term planning. Such dependence can also encourage members to treat alliance activities as additional project work rather than as part of their institutional responsibilities.

However, diversification of funding alone does not resolve this vulnerability. Sustainability depends on whether member institutions internalise costs and perceive sufficient value to renew their contributions. Resource continuity is therefore relational: members contribute and pool financial resources, expertise, legitimacy, infrastructure, and access. If the benefits are concentrated while costs are broadly distributed, commitment may weaken. Conversely, reciprocal dependence can stabilise the network when each institution both contributes resources and receives benefits it could not readily produce alone.

This leads to the first proposition: predictable external funding supports alliance continuity only when it is combined with reciprocal value creation and increasing institutional co-investment. Funding is necessary during development, but an alliance remains project-dependent when its essential functions cannot continue without a new grant.

### *Institutional Embedding and Selective Formalisation*

Institutional embedding occurs when alliance commitments enter the strategies, budgets, workload models, administrative routines, and academic structures of member universities. Bohunovsky et al. (2020) and Ferrer-Balas et al. (2008) similarly show that sustainability-oriented university networks become consequential when new practices enter organisational structures and decision processes. Embedding therefore shifts alliance cooperation from the margin of institutional activity toward its operational core.

Legal formalisation can support this process by clarifying representation, contracting, employment, ownership, and accountability. It may also provide continuity when coordinating responsibilities move between institutions. Yet legal status is not

equivalent to embedding. An alliance legal entity may coexist with grant management, budgets, and implementation responsibilities that remain distributed among member higher education institutions. In such cases, the entity functions as an additional organisational layer rather than as the principal vehicle for collective action. This arrangement may reflect limited administrative capacity, but it can also expose unresolved questions of trust, power, and unequal benefit distribution. Selective formalisation means transferring to the alliance entity those genuinely collective functions that require continuity and accountability, while retaining institution-specific responsibilities within member universities. Greater reliance on the shared entity can strengthen sustainability as members develop the capacity and willingness to use it for common purposes.

The second proposition is: legal formalisation strengthens sustainability when it supports, rather than substitutes for, the integration of alliance commitments into member institutions. The depth of embedding is revealed not merely by formal agreements but by whether universities allocate staff time, adapt procedures, and maintain joint activities between funding cycles.

### *Governance Capacity and Distributed Accountability*

Network governance research distinguishes representative legitimacy from operational capacity (Estermann et al., 2021; Provan & Kenis, 2008). In alliances, broad collegial participation protects institutional autonomy and gives members voice, but it can slow decisions and blur responsibility. Central coordination provides continuity and speed, although excessive dependence on a lead institution or individual can weaken collective ownership.

Sustainable governance is therefore neither simply hierarchical nor fully decentralised. It distributes authority according to the type of decision. Strategic commitments requiring institutional resources need the involvement of university leadership. Operational decisions require delegated authority and professional coordination. Academic and student participation is necessary where decisions affect educational practices and legitimacy. Across these levels, responsibilities, escalation routes, and implementation obligations must be explicit.

Accountability must also be extended from alliance bodies back into member institutions. A collegial decision has little practical effect if representatives cannot secure implementation at home. Governance capacity therefore includes vertical translation: the ability to connect horizontal alliance decisions with university strategies, faculties, administrative units, and workload systems.

The third proposition is: alliance sustainability increases when governance combines delegated operational authority with distributed institutional accountability. Central coordination can support continuity, but it must remain connected to member-level decision-making and planned transfer of knowledge and responsibilities.

### *Relational Capacity: Trust, Participation, and Power*

Trust enables actors to cooperate despite incomplete information and institutional differences. Repeated interaction, credible commitments, and successful exchange can reduce transaction costs and support learning across organisational boundaries (Chassagnon, 2022; Kahle et al., 2018). In alliances, trust may compensate temporarily for legal and procedural gaps during early development.

Nevertheless, trust concentrated in personal relationships creates a continuity risk. If collaboration depends on a small group of highly committed coordinators, staff turnover can erode accumulated knowledge and relational capital. Trust becomes organisationally durable when it is supported by transparent information, shared routines, documented responsibilities, and opportunities for a wider group of participants to develop relationships.

Participation is closely connected to power. Formal inclusion does not guarantee influence when a small group controls agendas, information, or access to senior decision-makers. At the same time, leadership and the exercise of power are not inherently detrimental. Convening actors, resolving conflict, and mobilising institutional commitments require influence (Belaya & Hanf, 2016; Fleming & Spicer, 2014). Sustainability depends on whether power is used to expand the network's capacity or to preserve dependency on particular actors.

The fourth proposition is: trust supports long-term sustainability when it is institutionalised through broad participation, transparent processes, and relationships that can be maintained across personnel changes. Legitimate alliance leadership can accelerate collective action, but concentrated authority increases fragility when decisions cannot be questioned and knowledge and responsibilities are not deliberately transferred.

### *Adaptive Decision-Making and External Embeddedness*

Alliances operate under uncertainty created by changing funding rules, national regulations, institutional priorities, and evolving European objectives. Gigerenzer et al. (2022) show that heuristics can support decision-making by individuals, teams, and organisations when information is incomplete and time is limited. In alliances, satisficing can therefore be functional because it permits action without first resolving every uncertainty.

The risk arises when provisional choices become permanent without evaluation. Repeated reliance on familiar actors or easily measurable outputs can narrow strategic attention and reproduce arrangements that are merely adequate for project delivery. Adaptive capacity therefore requires scheduled review cycles, feedback from implementation, and revision when activities fail to meet agreed objectives or when operating conditions change.

External embeddedness strengthens this capacity. Associated partners, public authorities, quality assurance bodies, regional actors, and other alliances can provide resources, legitimacy, implementation opportunities, and policy learning. Yet network expansion also increases coordination demands. External relationships contribute to sustainability when they connect the alliance to relevant environments and produce reciprocal value, not when they simply increase the number of nominal partners.

The fifth proposition is: satisficing supports sustainability when decisions remain provisional, reviewable, and informed by learning across institutional boundaries. Adaptive alliances use external relationships to detect change and mobilise support while protecting strategic coherence.

### *Integrated Framework*

Figure 1 presents the five mechanisms as analytically distinct but mutually reinforcing components of alliance sustainability. The inward arrows show how each mechanism contributes to the renewable capacity for collective action, while the thinner bidirectional arrows indicate reciprocal interaction rather than a fixed causal or temporal sequence. Table 1 specifies the contribution, principal vulnerability, and indicative organisational evidence associated with each mechanism.

**Figure 1**

*Conceptual Framework of Interacting Mechanisms Shaping the Sustainability of European University Alliances*

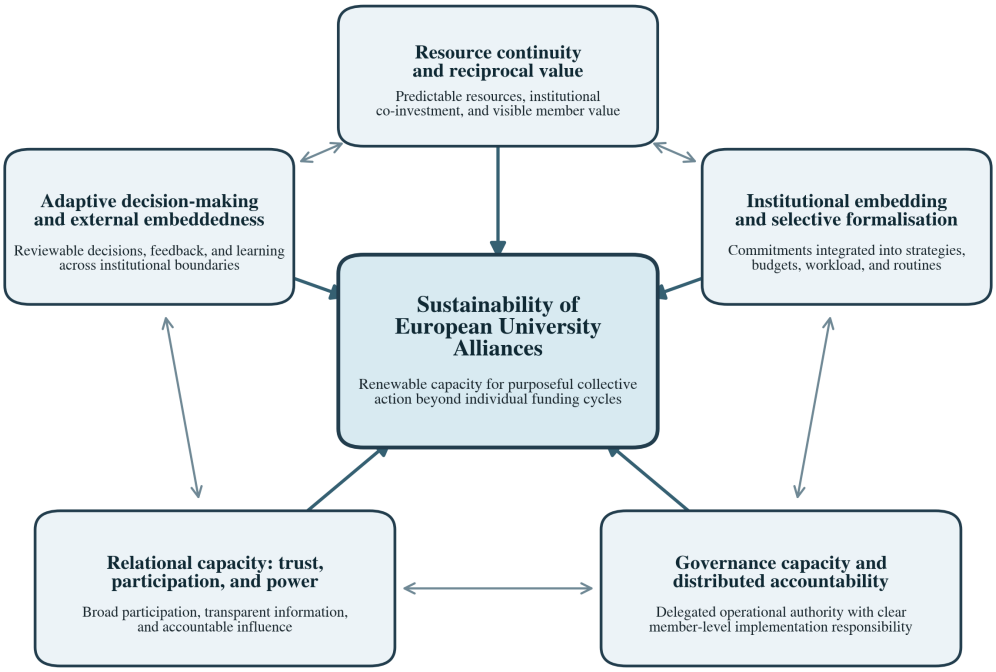


**Table 1**

*Conceptual Mechanisms Shaping the Sustainability of European University Alliances*

| Mechanism | Sustainability contribution | Main vulnerability | Indicative organisational evidence |
|---|---|---|---|
| Resource continuity and reciprocal value | Maintains core functions and renews member commitment | Dependence on successive grants or unequal exchange | Multiannual commitments, institutional co-investment, visible member-level benefits |
| Institutional embedding and selective formalisation | Integrates cooperation into durable organisational routines | Symbolic legalisation or excessive bureaucracy | Strategy, budget, workload, programme, and administrative integration |
| Governance capacity and distributed accountability | Combines coordination, legitimacy, and implementation | Slow collegiality or dependency on a lead actor | Delegated authority, clear responsibilities, vertical implementation routes, knowledge- and responsibility-transfer arrangements |
| Relational capacity | Builds trust, participation, and legitimate influence | Personalised trust, exclusion, or opaque power | Broad relational ties, transparent information, decisions open to review and challenge, conflict-resolution capacity |
| Adaptive decision-making and external embeddedness | Enables learning and adjustment under uncertainty | Repeated short-term satisficing or uncontrolled network expansion | Review cycles, feedback use, strategic partner roles, revision of ineffective arrangements |

The framework shows that sustainability is produced by alignment across mechanisms. Stable funding without institutional embedding preserves project dependency. Formalisation without relational capacity produces structures with limited commitment. Trust without governance creates personal dependency. Efficient coordination without distributed accountability weakens institutional ownership. Adaptation without strategic coherence can turn the alliance into a sequence of disconnected initiatives.

## Discussion

The framework answers the research question by showing that the sustainability of European University Alliances is shaped by the interaction of resources, institutional, governance, relational, and adaptive mechanisms. It moves the analysis beyond the binary question of whether an alliance continues to exist. The relevant outcome is whether it develops a renewable capacity for collective action beyond a particular project cycle.

The first theoretical contribution is to connect time and network governance. Organisational sustainability is often discussed in terms of long-term orientation (Bansal & DesJardine, 2014), whereas network governance research explains how autonomous organisations coordinate (Provan & Kenis, 2008). This paper shows that these questions are inseparable in European University Alliances. A governance arrangement may deliver current outputs efficiently while failing to build the institutional commitments required for future continuity. Sustainability must therefore be assessed through the movement from temporary coordination to renewable organisational capacity.

The second contribution is to identify complementarity between formal and relational mechanisms. Formalisation and trust are sometimes treated as alternative modes of coordination. In the present framework, they perform different functions. Formal arrangements stabilise responsibilities and accountability; trust enables exchange and adaptation where rules remain incomplete. Either becomes fragile in isolation. The implication is not that every alliance should adopt the same legal form, but that each should examine whether its degree of formalisation supports the relationships and activities it needs to sustain.

The third contribution concerns power and decision making. Central leadership and satisficing are not classified simply as failures. Both may be necessary during periods of uncertainty and rapid development. Their sustainability effects depend on safeguards: transparency, opportunities to question and revise decisions, periodic review, deliberate transfer of knowledge and responsibilities, and distributed institutional responsibility. This interpretation avoids idealising either fully participatory governance or complete managerial centralisation.

For alliance leaders, the framework provides a diagnostic lens. Planning for sustainability should start before the end of a funding cycle and should ask which functions require permanent capacity, which commitments have entered university systems, where critical knowledge and relationships are concentrated, and how provisional decisions will be reviewed. Monitoring should therefore combine financial indicators with evidence of workload recognition, budget integration, implementation of joint decisions, breadth of participation, capacity to transfer knowledge and responsibilities, and reciprocal partner value.

For European and national policymakers, the key funding issue is not only predictability but also instrument design. Funding instruments should encourage institutional embedding rather than the continuous addition of temporary activities. Regulatory support is also required where national rules obstruct joint educational provision, shared appointments, or common administrative arrangements. At the same time, policy should preserve space for alliances to choose governance, and legal forms appropriate to their purposes.

The study has limitations. It develops propositions from literature and public documents and does not test them across individual alliances. Public documents may

emphasise formal achievements and policy intentions while revealing less about internal conflict or uneven participation. The framework also treats alliances at a general level despite differences in age, size, mission, and national composition. Comparative and longitudinal empirical research is needed to examine how the five mechanisms combine in practice, whether different configurations produce similar continuity, and how actors at different organisational levels experience institutional embedding and power.

## Conclusions

European University Alliance sustainability is not secured by continued funding, the creation of a legal entity, or the persistence of a common name alone. It is the capacity to renew purposeful collective action by aligning resources, institutional commitments, governance, relationships, and learning. The conceptual framework developed in this study identifies five mutually dependent mechanisms: resource continuity and reciprocal value, institutional embedding and selective formalisation, governance capacity and distributed accountability, relational capacity, and adaptive decision-making with external embeddedness.

The central conclusion is that funding is necessary but insufficient. Alliances become more sustainable when temporary resources are converted into member-level commitments, when formal structures support rather than replace institutional integration, and when trust and leadership are made renewable beyond particular individuals. Sustainability is consequently best understood as an evolving organisational capacity whose strength becomes visible between, not only during, funded project cycles.

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# Europos universitetų aljansų tvarumo konceptualizavimas: tarporganizacinių tinklų perspektyva

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## Santrauka

Iš Europos universitetų aljansų (EUA) tikimasi ilgalaikio bendradarbiavimo ir pasibaigus terminuotam projektiniam finansavimui, tačiau tokį tęstinumą palaikančios organizacinės sąlygos vis dar nepakankamai konceptualizuotos. Straipsnio tikslas – paaiškinti, kokie su tarporganizacinių tinklų veikimu susiję veiksniai formuoja EUA gebėjimą išlikti ir atsinaujinti už atskiro finansavimo ciklo ribų. Konceptualiame tyrime integruojama tarporganizacinių tinklų literatūra ir atrinkti Europos politikos bei institucijų dokumentai. Šaltiniai buvo lyginami ir grupuojami pagal išteklių, valdymo, pasitikėjimo, galios, dalyvavimo, institucionalizavimo

ir adaptacijos sąvokas. Sukurtame modelyje išskirti penki tarpusavyje susiję aljansų tvarumo mechanizmai: išteklių tęstinumas ir abipusė vertė; institucinis įtvirtinimas ir atrankinis formalizavimas; valdymo pajėgumas ir paskirstyta atskaitomybė; santykių pajėgumas, apimantis pasitikėjimą, dalyvavimą ir galią; adaptyvus sprendimų priėmimas bei išorinis įsitvirtinimas. Daroma išvada, kad finansavimas yra būtina, tačiau nepakankama tvarumo sąlyga. Laikini ištekliai turi virsti universitetų instituciniais įsipareigojimais ir kasdienėmis veiklos praktikomis, o formalios struktūros, pasitikėjimas, dalyvavimas ir lyderystė – atsinaujinančiu gebėjimu veikti kartu. Modelis suteikia pagrindą analizuoti, kaip šių mechanizmų dermė arba neatitiktis stiprina ar silpnina ilgalaikį EUA gyvybingumą.

**Esminiai žodžiai:** *Europos universitetų aljansai, tarporganizaciniai tinklai, tinklų valdymas, organizacinis tvarumas, institucinis įtvirtinimas.*

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