CoARA General Assembly

VOTING GUIDELINES

DECEMBER 10TH, 2025
0930 – 1300 CET

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Introduction

The objective of this document is to describe the decision-making processes at the CoARA General Assembly (GA). As part of the General Assembly held on **December 10th, 2025** and for which **voting window opens on November 25th, 2025**, the following topics are subject of voting:

- **Election of three (3) new members of the CoARA Steering Board (SB), including 1 Vice-Chair position.**

The parameters of the vote, the procedures followed and the conditions for decision-making on each of these topics are described under the respective sections of this document.

Votes on all these items will be cast online and anonymously via the Election Runner tool. Please refer to section 1 of this document for details on how to use the Election Runner tool.

The table below summarises the voting items and calendar for each of the items.

Due to the considerable number of votes expected, we recommend organisations to make use of the fourteen (14) day voting window and cast their votes as early as possible.

Please note that, once cast, it will not be possible for your organisation to modify the vote expressed.

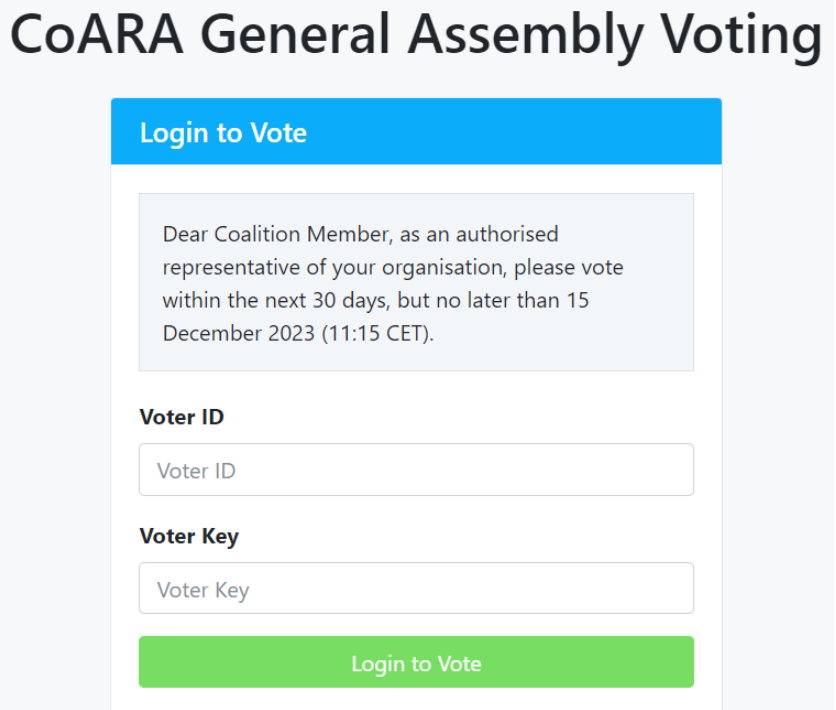
Please also kindly note that the reaching of a quorum is necessary for most of the decisions to be taken throughout the General Assembly. It is therefore essential that the representative from your organisation with the voting rights participates in the entire online voting and we encourage your organisation to take an active part in all votes, so as to ensure that CoARA can swiftly move on with the implementation of its activities.

Voting for	Opens	Closes	Support documents
Election of 3 CoARA Steering Board members including 1 Vice-Chair	November 25th, 2025	December 10th, 2025 (around 10 :25 AM CET during the General Assembly)	Doc 03 – Full profiles of applications (SB incl. Vice-Chair) Overview of Steering Board member candidates is also available in Annex 1

1. Using the Election Runner tool

All voting during the General Assembly will take place via an online voting system called Election Runner. Votes are cast anonymously and are recorded using digital ballot papers. The ballot of an election that has been launched cannot be modified.

The voting representative of each CoARA member organisation will receive a personal digital voting credential (Voter ID and Voter Key) assigned to their organisation and a link to the ballot. An example of this can be found below.



All authorised voters will receive a separate email with the registration data (unique voting ID and voting key).

To facilitate reaching quorum and ease participation in such a dynamically growing, global coalition, the General Assembly includes a fourteen (14) day online voting window that takes place before and during General Assembly meeting. Voting windows opens on November 25th, 2025 upon receiving these guidelines and will close during the General Assembly meeting on December 10th, 2025 (closure time of voting around 10:25 AM CET). We strongly recommend early voting.

The proxies or appointed authorised representatives are requested not to pass on their voting right links or the corresponding tokens.

2. Vote

As part of the General Assembly held on December 10th, 2025 and for which voting window opens on November 25th, 2025, the following topics are subject of voting:

- **Election of three (3) new members of the CoARA Steering Board (SB), including 1 Vice-Chair position.**

Main parameters of the vote

- Three (3) Steering Board member positions are open with this vote, including one Vice- Chair.
- Consequently, each CoARA member organisation can vote for up to three (3) candidates.
- It is possible to abstain from voting.
- The candidates will be ranked by number of votes expressed in their favour, and the ones with the most votes will be elected to Steering Board with the caveat that the balancing criteria identified below are met. The geographical balancing criteria are prioritised over the criteria based on organisation type, and gender, in that order.
- Among the three elected candidates, up to one Vice-Chair may be identified, based on their expressed candidacies to Vice-Chair positions. This is indicated by the names of candidates on the voting ballot.
- The vote requires a quorum, where the number of CoARA Member organisations voting is at least half (or the whole upper number nearest one half) of the CoARA Member organisations.
- Balancing mechanisms are implemented for the entire Steering Board, including the Chair and current members.

3. Balancing mechanisms

When voting for the Steering Board, CoARA member organisations should strive for ensuring balance in types of organisations, gender, geographical coverage, and diversity of disciplines and expertise.

A diverse Steering Board indeed makes better decisions for a diverse community.

a. Understanding the balancing mechanisms

As indicated in the Rules of Procedure, the following balancing criteria must be respected in the selection of SB members:

- **Geographical balancing**

Definition of geographical coverage: geographical balance of the Steering Board is determined based on the country in which Steering Board members are located.

This may not always correspond to the location of their nominating institutions. For optimal representation of their countries, ideal candidates will have worked for at least three (3) years at their location.

In case of candidates expecting change of location, they should transparently indicate it in their applications. Their location at the beginning of their expected term will be considered as primary location of residence when applying balancing mechanisms.

Geographical balancing criteria for the CoARA Steering Board elections

Minimum two (2) Steering Board members should be located in each of the following geographical regions[1], provided candidacies have been presented for each of these regions:

Region A	Bulgaria, Croatia, Cyprus, Czechia, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia, Slovenia
Region B	Albania, Andorra, Austria, Belgium, Bosnia and Herzegovina, Denmark, Faroe Islands, Finland, France, Germany, Iceland, Ireland, Italy, Luxembourg, Kosovo, Moldova, Montenegro, North Macedonia, the Netherlands, Norway, Serbia, Spain, Sweden, Switzerland, UK, Ukraine
Region C	All other countries.

The number of Steering Board members affiliated in one country cannot exceed two. Thus, candidates located in a country with two existing members on the Steering Board can only be put forward for election in the year that at least one member is stepping down.

The geographical balancing criteria are prioritised over the criteria based on organisation type, and gender, in that order. The overall, long-term vision for CoARA is that its members originate from countries of all regions of the world and its governance includes balanced representation from each region.

- **Type of organisation**

[1] Regions A, B and C have been defined by following the European Commission's classification provided in the Horizon Europe Regulation. Along these lines, Region A corresponds to EU WIDENING countries, region B corresponds to other European countries while all other countries belong to region C.

At least one, and not more than four SB members should be originating from each of the following types of organisations, provided candidacies have been presented for each of these categories:

- Universities, and their associations (UNI);
- Research centres, research infrastructures, and their associations (RES);
- Academies, learned societies, and their associations, and associations of researchers (ACA);
- Public or private research funding organisations and their associations (FUN);
- National/regional authorities or agencies that implement some form of research assessment and their associations (AUTH);
- Other relevant not-for-profit organisations involved with research assessment, and their associations (OTH).

- **Gender**

The following gender balance will be applied: 25:25:50 (25% men; 25% women;50% open). For a SB formed by eleven (11) members, this implies that there must be at least three (3) female and three (3) male members in it.

Note that, since the Chair is also a member of the SB, the Chair gender and type of organisation will be considered in the balancing criteria for the SB.

Importantly, balancing mechanisms will be applied to the entire SB, not only to the newly elected three (3) members.

In case that any of the "type of organisation" and "gender" criteria could not be met (e.g. because no candidates from one or more of the six types or organisations have been proposed or because the candidate list includes less than three (3) candidates from either gender), the balancing criteria will be applied so as to maximise the diversity in gender and type of organisation, insofar as possible.

The geographic coverage and the diversity of disciplines and expertise will not be used as balancing criteria but could be used in case of ties. Members are still encouraged to take also these criteria into consideration when casting their votes.

For a candidate to be elected as SB member, it must receive at least one (1) vote.

b. Implementing the balancing criteria

To ensure that the balancing criteria are respected, the following steps will be taken to select the Chair and the three (3) SB members with two (2) years term, who will compose the SB.

- Step 1: The Chair is elected first, based on the total number of votes received, independent of the other balancing criteria.
- Step 2: Candidates running for the SB are ranked in descending order based on the total number of votes received.
- Step 3. Starting from the top of the ranked list, three (3) candidates are pre-selected.
    - The composition of the SB (including the new Chair, three (3) new members, and eight (8) existing members) must comply with geographical balancing criteria.
    - If the three (3) pre-selected candidates do not meet the criteria for geographical balancing, the next candidates on the ranked list will be selected to reach geographical balance.

Table 1: Fictive example of appplicants' selection by geographical balancing criteria

Initial ranking	Applicants' Country (initial ranking)	Region type	Selected for the next step
Chair	DE	B	N/A
Existing SB member	UK	B	N/A
Existing SB member	FI	B	N/A
Existing SB member	Argentina	C	N/A
Applicant 1	FR	B	Yes
Applicant 2	FR	B	Yes
Applicant 3	BG	A	Yes
Applicant 4	PL	A	Yes
Applicant 5	FR	B	No
Applicant 6	DE	B	No
Applicant 7	HU	A	Yes
Applicant 8	HR	B	Yes
Applicant 9	Peru	C	Yes

In this example, applicant number 5 was not selected for the second step, as there were already two selected applicants from their country. Applicant number 6 was not selected as the region C was underrepresented in the list of the top 7 ranked applicants.

- Step 4: Once the three (3) pre-selected candidates meet the criteria for **geographical balancing,** their application is then assessed to meet criteria for

type of institution and **gender balance (in this order).** If not, adjustments are made as follows:

- Candidates from the **under-represented** institution type are selected from the ranked list (after geographical balance), starting with applicants who received the most votes.
- These candidates replace an equivalent number of **over-represented** candidates from the initial pre-selection.
- The candidates from over-represented institution types to be replaced are those with the fewest votes, ensuring the geographical balance remains intact

Table 2: Fictive example of applicants' selection by institution type criteria

Ranking after geographical balance	Applicant Institution type	Selected for the next step
Chair	UNI	N/A
Existing SB member	OTH	N/A
Existing SB member	ACA	N/A
Existing SB member	ACA	N/A
Applicant 1	UNI	Yes
Applicant 2	UNI	Yes
Applicant 3	FUN	Yes
Applicant 4	UNI	Yes
Applicant 5	FUN	Yes
Applicant 6	RES	Yes
Applicant 7	UNI	**No**
Applicant 8	OTH	No
Applicant 9	AUTH	Yes

In this example, applicant number 7 was not selected for the second step, as there were already four selected applicants from universities and their associations. Applicant number 9 was selected to give representation to at least one National/regional authorities or agencies (AUTH).

- If this adjustment achieves balance for both type of institution and gender, the selection is finalized.
- If not, further adjustments are needed.

- Step 5: Adjustments for Gender Balance: if the selection still does not meet gender balance:
  - Candidates of the under-represented gender are selected from the latest ranked list, starting with the highest votes.
  - These candidates replace an equivalent number of candidates pre-selected in Step 4, prioritizing those with the fewest votes and ensuring compliance with all other criteria (geographical and type of institution).

Once gender balance is achieved, the final three (3) candidates are elected.

The final list of selected SB members will therefore comply with each of the three balancing criteria. The order of application of these criteria is:

1. Geographical balancing
2. Type of institution balancing
3. Gender balancing.

To ensure the correct implementation of the balancing criteria, the selection process will be carried out by two independent teams.

These teams will consist of Secretariat members and an independent observer who will monitor the entire process.

4. Handling potential ties

In case of tie in number of votes between two or more candidates at any of the selection steps, the Chair will decide on the candidate(s) to be retained in the selection. The Chair will base their decision on the following criteria, in decreasing order of relevance:

i. Provided that the Vice-Chair seat has not been filled by candidates with higher ranking scores, preference will be given to candidates to the SB who also propose themselves as Vice-Chairs.
ii. Maximize the diversity of the SB in terms of types of organisations and gender composition.
iii. Maximise diversity along other dimensions like geographic coverage or discipline and expertise of the candidates.

5. Counting and meeting quorum

The votes require a quorum, where the number of CoARA Member organisations voting is at least half (or the whole upper number nearest one half) of the CoARA Member organisations on November 25th, 2025.

Members joining between November 25th, 2025 and December 9th, 2025 receive invitation to attend the General Assembly meeting but they will not participate in voting.

The quorum will be determined solely based on the data in the Election Runner voting tool. The absence/presence of the quorum will be announced prior to the announcement of the result by the latest.

For votes where the quorum is not reached, the voting window can be extended by up to fourteen (14) days. In case of not reaching quorum after that, the relevant decisions will be postponed to a new voting period fourteen to thirty (14-30) calendar days before the next General Assembly. In this new voting period, decisions will be taken with a simple majority vote.

6. Closing the voting

If the quorum is met, voting will be closed by exporting results from the voting tool with the time stamp of the closing date on it. Votes received after the closing date will not be taken into account.

Annex 1 – Overview of Steering Board member applications

No.	Name	Gender	Position	Nominating Institution (Type)	Affiliation	Country
1	Prof. Oliver GÜNTHER (Vice-Chair application)	Male	President	University of Postdam (UNI)	University of Postdam	Germany
2	Mr. Janne PÖLÖNEN (Vice-Chair application)	Male	Secretary General for Publication Forum	Federation of Finnish Learned Societies (ACA)	Federation of Finnish Learned Societies	Finland
3	Prof. Björn ANDERSSON	Male	Professor of Genome Analysis	Karolinska Institutet (UNI)	Karolinska Institutet	Sweden
4	Dr. Jonas BJÖRCK	Male	Director General	Forte: the Swedish Research Council for Health, Working Life and Welfare (FUN)	Forte: the Swedish Research Council for Health, Working Life and Welfare	Sweden
5	Dr. Matej BRACIC	Male	Assistant Professor	University of Maribor (UNI)	University of Maribor, Faculty of Mechanical Engineering, Laboratory for Characterisation and Processing of Polymers	Slovenia
6	Dr. Xavier CASTANER	Male	Full Professor Chair of the Advisory Council	IFSAM (ACA)	Université de Lausanne IFSAM (International Federation of Scholarly Associations of Management)	Switzerland
7	Dr. Kalpana CHAUDHARI	Female	Vice-President	ISDR (ACA)	ISDR (Institute for Sustainable Development and Research)	India

No.	Name	Gender	Position	Nominating Institution (Type)	Affiliation	Country
8	Dr. Eleonora DAGIENE	Female	Research policy advisor to the Vice-Rector for research and innovation	Mykolas Romeris University (UNI)	Mykolas Romeris University	Lithuania
9	Dr. Carina GELDHAUSER	Female	Senior Scientist	Global Young Academy (ACA)	ETH Zurich	Switzerland
10	Prof. David Budtz PEDERSEN	Male	University Full Professor	Aalborg University (UNI)	Aalborg University	Denmark
11	Mrs. Cristina SKOUDRIDOU	Female	Director of EU Innovation Department	Envolve Entrepreneurship (OTH)	Envolve Entrepreneurship	Greece
12	Dr. Katarzyna SWIERK	Female	Head of Research Office	University of Gdansk (UNI)	University of Gdansk	Poland
13	Dr. Mehmet Recai UYGUR	Male	Associate Professor	Vilnius Business College (UNI)	Vilnius Business College (Vilniaus verslo kolegija)	Lithuania
14	Dr. Kata-Riina VALOSAARI	Female	Head of Scientific Review and Evaluation	Research Council of Finland (FUN)	Research Council of Finland	Finland

Annex 2 – Overview of current composition of the Steering Board

Name	Gender	Organisation (Type)	Country	Region	Mandate ends in
Prof. Henk KUMMELING (Chair)	Male	Utrecht University (UNI)	The Netherlands	B	December 2026
Dr. Karen STROOBANTS (Vice-Chair)	Female	Marie Curie Alumni Association (ACA)	United Kingdom	B	December 2026
Dr. Elizabeth GADD (Vice-Chair)	Female	International Network of Research Management Societies (OTH)	United Kingdom	B	December 2025
Mr Janne PÖLÖNEN	Male	Federation of Finnish Learned Societies (ACA)	Finland	B	December 2025
Dr. Luciana BALBOA	Female	Global Young Academy (ACA)	Argentina	C	December 2025
Prof. Marcin PALYS	Male	European University Association (UNI)	Poland	A	December 2026
Dr. Irene RAMOS-VIELBA	Female	The Spanish National Agency for Quality Assessment and Accreditation (AUTH)	Spain	B	December 2026
Dr. Gabi LOMBARDO	Female	European Alliance for SSH (OTH)	Italy	B	December 2026
Prof. Cameron NEYLON	Male	Curtin Open Knowledge Initiative (RES)	Australia	C	December 2026
M. Hans DE JONGE	Male	Dutch Research Council (NWO) (FUN)	The Netherlands	B	December 2026
Prof. Stanislaw KISTRYN	Male	Jagiellonian University in Kraków (UNI)	Poland	A	December 2026

**Red lines in the table highlight positions to be filled during the General Assembly on December 10, 2025, in accordance with the current voting guidelines.*