

PARTNERSHIP AGREEMENT

between

École Nationale de l'Aviation Civile (ENAC), with legal domicile at 7 Avenue E. Belin, 31055 Toulouse Cedex 4 (France) and represented by the Director, Mr. Gerard Rozenknop

École Nationale Supérieure d'Ingénieurs de Constructions Aéronautiques (ENSICA), with legal domicile at 1 place Emile Blouin 31056 Toulouse Cedex 5 (France) and represented by the Director, IGA Bertrand Michaut

École Nationale Supérieure de Mécanique et d'Aérotechnique (ENSMA), with legal domicile at Chasseneuil du Poitou, 86960 Futuroscope Cedex (France), represented by the Director, Prof. François Armanet

École Nationale Supérieure de l'Aéronautique et de l'Espace (SUPAERO), with legal domicile at 10 Avenue E. Belin, 31055 Toulouse Cedex 4 (France) and represented by the Director, Mr. Pierre Bascary

Cranfield University, with legal domicile at Cranfield, Bedfordshire MK43 0AL (United Kingdom), and represented by the Deputy Vice-Chancellor, Prof. Ron S. Fletcher

University of Bristol, with legal domicile at Tyndall Avenue, Bristol BS8 1TH (United Kingdom), and represented by the Vice-Chancellor, Prof. Eric Thomas

University of Glasgow, with legal domicile at University Avenue, Glasgow, G12 8QQ, Scotland, (United Kingdom), and represented by the Principal and Vice-Chancellor, Prof. Sir Graeme Davies

Imperial College of Science, Technology and Medicine, with legal domicile at Exhibition Road, London SW7 2AZ (United Kingdom), and represented by the Pro-Rector Professor David J. Ewins

Rheinisch-Westfälische Technische Hochschule (RWTH), with legal domicile at Templergraben 55, D-52056 Aachen, (Germany) and represented by the Dean of Fakultät für Maschinenwesen, Prof. Dr. P. Beiss

Technische Universität Berlin, with legal domicile at Marchstraße 12, 10587 Berlin (Germany) and represented by the Vizepräsident, Prof. Dr. Kurt Kutzler

Technische Universität Braunschweig, with legal domicile at Pockelsstraße 14, 38106 Braunschweig (Germany) and represented by the President, Prof. Dr. Fred Jochen Litterst

Technische Universität München, with legal domicile at Arcisstraße 21, 80333 Munich, (Germany) and represented by the President, Prof. Wolfgang A. Herrmann

Universität Stuttgart, with legal domicile at Keplerstraße 7, 70049 Stuttgart, Postfach 106037 (Germany), and represented by the Chancellor, Herr Joachim Schwarze

Politecnico di Milano, with legal domicile at Piazza Leonardo da Vinci 32, 20133 Milano (Italy), and represented by the Rector, Prof. Adriano De Maio

Politecnico di Torino, with legal domicile at Corso Duca degli Abruzzi 24, 10129 Torino (Italy), and represented by the Rector, Prof. Giovanni Del Tin

Università degli Studi di Pisa, with legal domicile at Lungarno Pacinotti 43, 56100 Pisa (Italy), and represented by the Rector, Prof. Luciano Modica

TU Delft, Faculty of Aerospace Engineering, with legal domicile at Kluyverweg 1, 2629 HS Delft (Netherlands), and represented by the Dean, Prof. Dr. Ir. Theo de Jong

Escuela Técnica Superior de Ingenieros Aeronáuticos, Universidad Politécnica de Madrid (ETSIA/UPM), with legal domicile at Plaza Cardenal Cisneros, 28040 Madrid (Spain), and represented by the Rector, Prof. Saturnino de la Plaza

Kungl Tekniska Högskolan (KTH), with legal domicile at Valhallavägen 79, SE-100 44 Stockholm (Sweden), and represented by the President, Prof. Anders Flodström

Norges Teknisk-Naturvitenskapelige Universitet (NTNU), with legal domicile at Gløshaugen, 7491 Trondheim (Norway), and represented by the Rector, Prof. Emil Spjøtvoll

hereinafter referred to as “the Partners”.

Owing to the world-wide extension of economic exchanges and to the internationalisation of State and private co-operation in aerospace, the European Universities and Grandes Écoles specialising in aerospace now strive to endeavour to stand out and to become instrumental in European and world actions. Furthermore, the implementation of evolving modern technologies and the necessary adjustment of human resources to the needs of European aerospace industry require these universities to develop quality training for higher education and to carry out research and development programs which should be constantly revised and updated.

taking into consideration:

- that the European aerospace industrial world is involved in an intense restructuring process
- that higher education in Europe is following the same trend and several countries are in the process of considering modifying curricula with a view to developing more open international relationships
- that for several years now, many European Universities and Grandes Écoles for higher aerospace engineering education (high school +5 years) have developed rich and diversified co-operation programs, sometimes with an industrial partner, student and faculty exchanges, research projects, in-service training programs, etc...

with common objectives on:

- aerospace engineering training devoted to students, industry and the State;
- high level scientific training directed towards the design, the carrying out and operating of future aerospace systems;
- internationally renowned research in associated fields;
- diversified programs in further education;
- strongly-asserted concern for international affairs;

the Partners affirm, in the present agreement, with full respect for their individual identities and previous engagements, their common willingness to enhance the quality of the services they provide for students, European aerospace industry and the European States and Community. They also undertake to carry out concerted action within an European network on aerospace engineering, and establish the **“Partnership of a European Group of Aeronautics and Space Universities”**, hereinafter referred to as **“Pegasus”**, to realise the common goals and necessary efforts.

ARTICLE 1: Aims

The network's goals are the following:

- to optimise the services offered in the best interests of Europe both in terms of continuing to attract the best students and also to offer highly relevant educational and research programmes;
- to tailor the student experience so as to maximise the advantages that can be associated with the multi-language, multi-culture nature of the European community;
- to co-ordinate changes and innovation required to achieve objectives to be defined through close links and interaction with our aerospace Industry and relevant Government agencies;
- to represent the propositions of the European Aerospace Engineering Universities in Europe;
- to be the meeting place for mutual co-operation in the fields of training and research;
- to be a leading spokesman, on behalf of the member institutions, in professional circles and official European departments in view of the preparation of common projects in particular fields such as international co-operation, research, technological innovation and breakthrough, and in-service education in aerospace and civil aviation.

ARTICLE 2: Duration

The duration of the existence of Pegasus is unlimited, but may be dissolved as stated in article 15.

ARTICLE 3: Strategies

The aims of Pegasus will be achieved by helping the Partners in offering a range of high quality and efficient programmes. These programmes include:

- granting of a European Certificate in the education and training of aerospace engineers;
- an Award in recognition of an individual student's multi-national experience;
- degree-awarding programmes with Partner institutions;
- continuing education;
- research;
- European and intercontinental affairs.

ARTICLE 4: Personnel Exchange

Pegasus will actively promote and stimulate the exchange of their students/staff as far as practicable and appropriate in view of the responsibilities of each Partner.

The Partners will strengthen the implementation of existing exchange programmes by means of:

- the harmonisation of the terms of exchange;
- the acquisition of outside funds for the realisation of exchange.

ARTICLE 5: Membership

The members of Pegasus are European Institutions of higher education, training engineers which meet the following criteria:

- provision of high level scientific education in aerospace engineering related fields, which corresponds to the standard of duration of studies which is the longest in the concerned country;
- national and international recognition of the quality of the aerospace engineering disciplines tuition level;
- internationally recognised research achievements;
- a firmly established tradition of student mobility within Europe.

Members of Pegasus are distinguished in Founding Partners, those who prepared and signed the agreement in its first form, and Associate Partners, members who joined Pegasus at a later date. Founding Partners are listed in page 1 of the present document. Associate Partners are listed at the end of the present document.

ARTICLE 6: Structure of Pegasus

The structure of Pegasus presents a significant challenge in that it must function with the minimum of costs. To this end, the following principles are agreed:

- the structure should be as light as possible;
- the legal and financial aspects of specific actions produced by the co-operation may be defined in the form of further contractual agreements between the partner universities.

The proposed bodies of Pegasus are: the Council, the Board, the Chairman, and the Working Groups. The Council and the Board are permanent bodies, the Chairman is elected on a rotating basis, and the Working Groups are non-permanent bodies, being modified according to the actual needs.

ARTICLE 7: The Council

The Council is composed of the representatives of the Partners. Each institutional Partner of Pegasus will designate a representative; the representative may be accompanied, but the accompanying persons have no voting rights. Any Partner may at any time change its representative without Pegasus having any objection. The Council is convened at least once a year in ordinary session by the Chairman of the Board. The Council:

- defines the policy and the action plans of the network;
- decides admission of new members;
- decides the content of the certificate and the award and the awarding procedure;
- creates Working Groups as needed, tasked with specific objectives.

ARTICLE 8: The Board

The Board consists of 5 members elected by the Council, every 2 years, plus the Chairman. The members are selected by the Council among the Chairmen and Deputy Chairmen of the Working Groups. The Board:

- executes the decisions of the Council;
- represents the network to outside partners (industry, European commission, other organisations);
- checks the label awarding.

Each member of the Board is responsible for one of the subjects:

- presentation of the network (Web-Site, brochures, etc.);
- development of the labels, curricula, standards;
- continuing education;
- research;
- communication and co-operation (contractual affairs) among the Partners.

The members of the Board select a Chairman of the board on a rotating basis (2-year). The Chairman:

- is the primary contact between the network and the outside Partners;
- conducts the daily business in consultation with the Board members (promotion of the network, financial, personal affairs, etc.);
- prepares the Board and Council meetings, and the minutes of meeting.

ARTICLE 9: Secretariat

The Secretariat of Pegasus will be shared by an Administrative Secretary and an Executive Secretary.

The Administrative Secretary supports the chairman of the board and assumes the permanent administrative tasks for the network. The Secretariat is permanent and located in Toulouse.

The Executive Secretary supports the chairman at his local university.

ARTICLE 10: Admission – Resignation – Exclusion

The network will welcome new members, called Associate Partners, insofar as they unreservedly support the objectives of the present agreement. Every new membership shall obtain acceptance from the founding institutions, within the standards set by the Council.

Any Partner can resign from Pegasus by written communication to the Chairman.

The Council has the right to decide the exclusion of Partners which do not co-operate or act against the aims and strategies as listed in articles 1 and 3, with the general rules set for voting.

Any Partner will be excluded if he has not attended 3 consecutive Council meetings.

ARTICLE 11: Voting

Every Partner has voting rights in the Council through its designated representative or an appointed substitute. Proxy voting is not allowed. Council meetings will be valid only with at least 2/3 Partners represented, and decisions can be taken only with a majority of 2/3 of the voting Partners.

Within the Board every member, including the Chairman, has one vote. Board meetings will be valid only with at least 5 delegates present, including the Chairman. Decisions can be taken with the absolute majority of votes.

ARTICLE 12: Intellectual Property

Background intellectual property made available for the purposes of Pegasus will be treated by the recipients in confidence, will be used only for the purposes for which it was disclosed, and intellectual property will be retained by the originating Partner.

Intellectual property generated directly by Pegasus activities will be ruled by specific agreements between the Partners involved in those activities.

ARTICLE 13: Liability

Pegasus has no legal status for liability against third parties. No partner should be liable for damage as a consequence of co-operation among Partners.

ARTICLE 14: Budgets and Accounts

The resources of Pegasus consist of:

- any subsidies which may be granted by the various states, regional or local authorities;
- any subsidies which may be granted by European or international bodies;
- any subsidies or subscriptions from individuals or institutions accepted by the Board;
- payments received for services rendered;
- any other resources authorised by local law and regulations.

The effort in administering Pegasus will be shared by all Partners without the need to exchange money between Partners. All tasks will be distributed among the Partners in a distributed organisation. Necessary central responsibilities should be shared by implementing a rotating system.

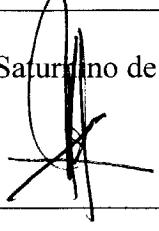
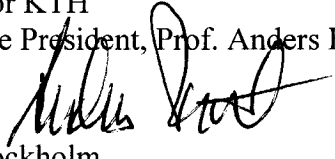
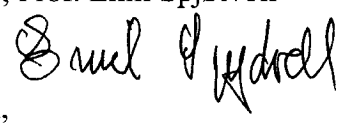

ARTICLE 15: Dissolution of Pegasus

Pegasus can be dissolved with the approval of 2/3 of all Partners (Founding plus Associate) and 2/3 of Founding Partners.

PEGASUS Founding Partners

<p>For ENAC The Director, Mr. Gerard Rozenknop</p>  <p>Toulouse.</p>	<p>For ENSICA The Director, IGA Bertrand Michaut</p>  <p>Toulouse,</p>
<p>For ENSMA The Director, Prof. François Armanet</p>  <p>Futuroscope,</p>	<p>For SUPAERO The Director, Mr. Pierre Bascary</p>  <p>Toulouse,</p>
<p>For Cranfield University The Deputy Vice-Chancellor, Prof. Ron S. Fletcher</p>  <p>Cranfield,</p>	<p>For University of Bristol The Vice-Chancellor, Prof. Eric Thomas</p>  <p>Bristol</p>
<p>For University of Glasgow The Principal, Prof. Sir Graeme Davies</p>  <p>Glasgow,</p>	<p>For Imperial College of Science, Technology and Medicine, the Pro-Rector Prof. David J. Ewins</p>  <p>London,</p>
<p>For RWTH, Fakultät für Maschinenwesen The Dean, Prof. Dr. F. Kloeke P. Beiss</p>  <p>Aachen,</p>	<p>For Technische Universität Braunschweig The President, Prof. Dr. Fred Jochen Litterst Braunschweig, Technische Universität Carolus Wilhelmina</p> 
<p>For Technische Universität München The President, Prof. Wolfgang A. Herrmann</p>  <p>München,</p>	<p>For Universität Stuttgart The Chancellor, Herr Joachim Schwarzer Stuttgart,</p>  <p>Der Rektor der Universität Stuttgart Postfach 10 60 27 70049 Stuttgart</p>
<p>For Politecnico di Milano The Rector, Prof. Adriano De Maio</p>  <p>Milano, 17 61012802</p>	<p>For Politecnico di Torino The Rector, Prof. Giovanni Del Tin</p>  <p>Torino,</p>
<p>For Università degli Studi di Pisa The Rector, Prof. Luciano Modica</p>  <p>Pisa,</p>	<p>For TU Delft, Faculty of Aerospace Engineering The Dean, Prof. Dr. Ir. Theo de Jong</p>  <p>Delft,</p>

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The Netherlands

<p>For ETSIA/UPM The Rector, Prof. Saturnino de la Plaza</p>  <p>Madrid,</p>	<p>For KTH The President, Prof. Anders Flodström</p>  <p>Stockholm,</p>
<p>For NTNU The Rector, Prof. Emil Spjøtvoll</p>  <p>Trondheim,</p>	<p>For TU Berlin The präsident, Prof. Dr. Kurt Kutzler</p>  <p>Berlin,</p>