

2019 Annual Report





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Message from the President

"Universities have a powerful role in calming the storm."

In 2019, the university sector in Europe was bracing for change: a new European Parliament was elected, a new Commission formed, and the EU long-term budget discussions were in their final rounds, keeping us on the edge as to what the future Erasmus+ and Horizon Europe programmes would look like. At the same time the Brexit negotiations were underway. This scenario was peppered with major developments, like the 20th anniversary of the Bologna Process and the launch of the European Universities Initiative, which will inevitably simplify the attainment of the traditional Bologna goals. There were also significant changes within the Association, notably a renewal in the EUA leadership and the beginning of a strategic review.

Within this picture, global challenges continued to simmer. We face climate change, resource depletion, forced migration and the related challenge of achieving the Sustainable Development Goals. New technologies are changing the way we work and live. They are also being exploited, threatening our values and freedoms.

Universities have a powerful role in calming the storm. In 2019, EUA served as a watchdog for the sector in Brussels, influencing policy decisions and informing members. It also worked with higher education institutions across the continent to show the impact of universities on a broad scale. Furthermore, the Association's new leadership began analysing how to champion the creation of a European university system that will partner with and compete successfully with those emerging in the other great regions of our world. Europe's universities must be the powerhouses of European creativity, innovation and success. This will lead to the solutions to our world's great challenges.

At the end of the day, however, universities must be networked, resourced and autonomous. We need sufficient European support for research as it impacts significantly on university funding. We must restore the parity of respect for learning and teaching so that European universities graduate citizens of Europe with the adequate skills to face the challenges of tomorrow. We must create deeply networked universities, encompassing institutions from all parts of Europe, harnessing excellence to enhance Europe's influence in the world.

EUA advocates for these very things and the work presented in this Annual Report is proof of the Association's concrete efforts in 2019. EUA members were a valuable part of this effort, as their input fed into the many discussions and publications featured here. In fact, I am looking forward to working with EUA member universities and the national rectors' conferences in 2020 to take this further, in particular with a new strategy to ensure our success.

A final and very important point: I would like to thank founding EUA Secretary General, Lesley Wilson, for her long-time central role in ensuring that the voice of Europe's universities is heard. I would also like to thank Amanda Crowfoot, EUA's incoming Secretary General, who will build on Lesley's legacy and take EUA into a bright new era. Finally, I thank all members for their dedication to the Association. I look forward to seeing you at one of our many events in 2020.

Professor Michael Murphy

EUA President



Foreword from the Secretary General

"2019 was clearly a year of important outputs for the Association, but it was also a year of transformation at the European level."

The EUA membership was particularly active in 2019, feeding input into key studies conducted by the Association's secretariat. Diversity, equity and inclusion in European higher education was one of topics covered in a report gathering data from more than 150 member institutions in 36 European systems. In another in-depth study, EUA looked in detail at a smaller group of members for a report on the role of universities in regional innovation ecosystems. Europe's universities again fed key input into the EUA Public Funding Observatory and the Association continued to take innovative approaches to key topics with a unique report on research assessment in the transition to Open Science.

EUA took forward cornerstone events in the sector like the European Learning & Teaching Forum, the Funding Forum and the European Quality Assurance Forum, creating unique occasions for the university community to network and learn. The Association's special services also thrived with the Institutional Evaluation Programme marking its 25th anniversary, and the Council for Doctoral Education publishing a landmark report on the major transformations in Europe's doctoral schools over the past decade.

2019 was clearly a year of important outputs for the Association, but it was also a year of transformation at the European level. With leadership changes in Brussels, and a new seven-year budget under debate, EUA concentrated its advocacy efforts on the future of the Erasmus+ and Horizon programmes, uniting both members and partners to speak up for the best framework conditions possible and the funding needed to meet the EU's growing ambitions. The experts in the EUA secretariat have deep experience with this topic and as the negotiations move forward they continue to ensure that the voice of Europe's universities are at the forefront of the debate.

Another crucial topic in 2019 was academic freedom and institutional autonomy. The Association joined key partners to issue a joint statement urging governments to back commitments to academic freedom and university autonomy with solid actions. Freedom from political intervention and pressure in the field of academia is of urgent importance.

Finally, and notably, the year brought a new energy for EUA, as the Association elected four new board members at its Annual Conference in Paris. It also elected a new President, Michael Murphy, who from the start brought a strong vision for progress to the Association, building on the excellent work done by former President Rolf Tarrach, to whom EUA is very grateful.

This is my last foreword as Secretary General of EUA, as I have stepped down in January 2020. I would like to express my esteem and gratitude to all of those I have worked with over the years to build a strong and coherent system of European universities. I am particularly proud of the EUA secretariat that grew from two people at its foundation to more than forty today. I am confident that my successor, Amanda Crowfoot, thanks to her extensive experience and enthusiasm for our work, will take the Association forward with hope and determination. I wish Amanda, the Board and President, the secretariat and every single EUA member the very best in the years to come.

Lesley Wilson

EUA Secretary General

About EUA

THE VOICE OF EUROPE'S UNIVERSITIES

EUA is the largest and most extensive association of European universities. It provides a forum for leaders to share expertise through events and peer learning, as well as contribute to Europe-wide studies that benefit individual universities and the sector as a whole. EUA's mission is to promote policies that strengthen the role of universities in Europe's knowledge societies.

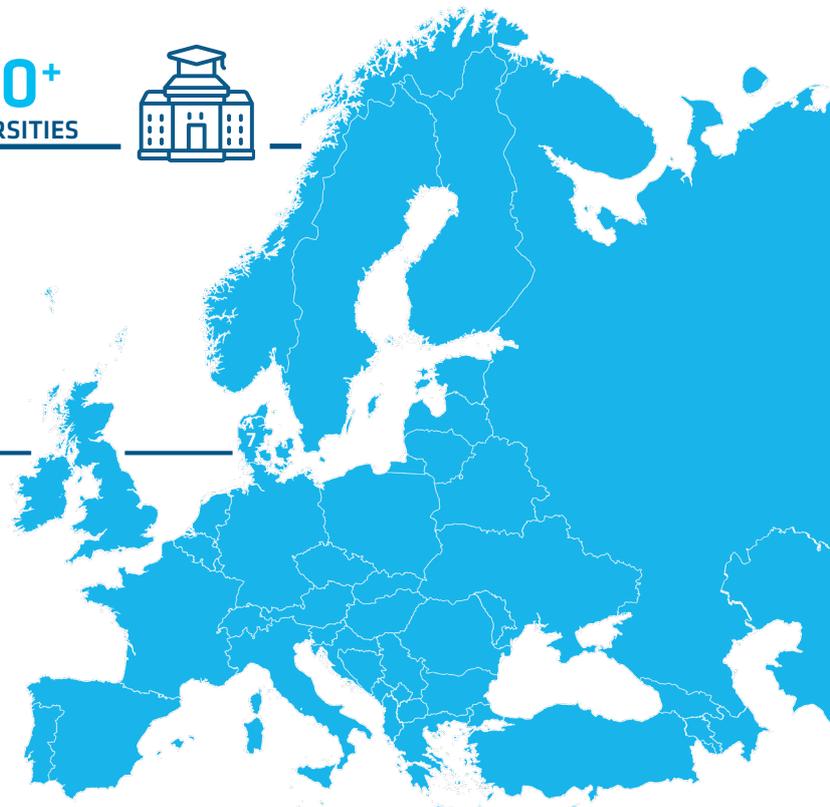
The 2019 Annual Report demonstrates key milestones throughout the year, highlighting the Association's events, publications, projects and advocacy initiatives.



800+
UNIVERSITIES



48
COUNTRIES



19 MILLION
STUDENTS



EUA WORKS TO

Connect a unique community

EUA provides a wide network to Europe's diverse universities. It supports university leaders by bringing people together, creating partnerships and offering access to a wealth of knowledge that contributes to the strategic development of institutions. Members contribute to the gathering of information and participate in many fora focused on higher education and research.

Influence decision-making

EUA informs members about the policy debates that impact their institutions and opens channels to influence key decision makers at European, national and regional levels. It represents the sector in a number of policy contexts, including the European institutions, the Bologna Process and the Council of Europe. EUA's policy work focuses on issues affecting the sector, as well as the contribution of universities to global challenges and goals.

Enhance institutional development

EUA sustains the development of its members through European events and discussions where university leaders can learn and showcase good practices. EUA produces studies that provide data, analysis and ideas, giving a European perspective of the university sector.

Boost global visibility

EUA works to link university leaders globally with partners around the world. The Association also represents European universities in international fora, connecting with other associations and influencing global discussions on higher education and research.



EUA stands for

- Advancing high quality education, research and innovation to empower people and foster a strong and sustainable Europe
- Harnessing excellence to enhance Europe's global competitiveness through a diverse higher education and research landscape
- Promoting cross-border cooperation in a multilateral framework towards the development of efficient and well-performing universities
- Defending academic freedom and university autonomy as fundamental elements of open and prosperous societies



European advocacy

EUA plays a central role in influencing European policies on higher education, research and innovation. Through continuous interaction with policy makers at all levels, EUA ensures that the independent voice of European universities is heard.



EUA offers unique and extensive expertise on higher education, research and innovation policies.



EUA publishes comprehensive data and studies that are crucial for evidence-based policy making.



EUA organises face-to-face dialogues with policy makers and university leaders through a wide network and high-level events and meetings.

EUROPEAN ADVOCACY PRIORITIES

In 2019, EUA implemented its advocacy work against a heavily transforming backdrop. A new EU Commission and a new EU Parliament took office, while the debate simmered on the future EU Multiannual Financial Framework, which determines the size of the Horizon and Erasmus+ programmes. Meanwhile, the Bologna Process marked 20 years of history and the EU launched the European Universities Initiative. Furthermore, the UK prepared to exit the Union and the world faced global challenges linked to climate and the digital transformation.

In 2019, EUA focused on the following priorities in its advocacy on behalf of Europe's universities.

EU Research & Innovation

- In a major campaign, “[EU funding for universities](#)”, EUA worked with members and partners to pressure EU policy makers for sufficient and sustainable funding for the future Horizon Europe programme.
- Alongside this campaign, EUA formed an alliance with 14 other university networks and published the joint call “[Seize our common future](#)” with more than 300 signatories, including 25 national rectors' conferences.
- EUA contributed to the co-design process initiated by the EU Commission to prepare a “Strategic Plan” for Horizon Europe. The Association's input drew from an EUA internal consultation of the [Research Policy Working Group](#).
- In its work on simplification of EU research and innovation funding, EUA published “[Achieving high-quality audit in European research](#)” (August), offering proposals to make the EU reporting and control environment more efficient and effective.
- In the policy paper “[Horizon Europe implementation: EUA calls for an efficient and flexible Model Grant Agreement](#)” (August), the Association offered proposals to make the EU reporting and control environment more efficient and effective.

Erasmus+

- EUA strongly advocated policy makers to match the high ambitions and success of the Erasmus+ programme with strong funding, particularly in the currently underfunded collaboration actions.
- The Association took part in formal discussions with the European Commission on the future content and structure of the programme, pushed for more simplification, as well as increased equity and inclusion.

- EUA underlined the importance of Erasmus+ in cooperation between institutions and in strengthening the international openness of the programme beyond Europe.

Digital Single Market

- EUA kept a close eye on the EU Digital Single Market and rapidly built expertise on legislative initiatives relating to the field of Open Science, including the EU Directive on Copyright. The Association published “[Copyright Directive: EUA position ahead of a final agreement](#)” (February) and “[EU Copyright Directive: EUA guidelines for members to influence national implementation](#)” (June).

Brexit

- With growing concern about how Brexit might impact the higher education and research sector, EUA monitored the situation both in Brussels and in the UK in order to best inform members. The Association published “[Brexit: How universities can prepare for a no-deal scenario](#)” (February) to support universities during a critical phase in the negotiations.

European Parliament Elections

- The EU parliamentary elections were held in 2019. EUA signed a memorandum of understanding with the European Parliament to be active in the “This time I'm voting” campaign. The Association worked with members and partners to spread the word about the importance of voting and held the webinar “[European Parliament elections & its importance for the higher education and research policies](#)” (May).

EUROPEAN POLICY PROCESSES AND THE GLOBAL CONTEXT

EUA is a major stakeholder in the various European policy processes. It represents European universities in the Bologna Process and contributes to the development of the European Higher Education Area (EHEA) through active participation in the Bologna Process Follow-Up Group and its working groups. EUA also monitors initiatives under the EU's European Education Area, and engages in dialogue and cooperation with the European Union institutions. The Association also supports the revival of the European Research Area (ERA), where research-based knowledge is mobilised for a better and more sustainable future.

The European processes are also reflected in EUA's dialogue and cooperation initiatives with international partner organisations. Furthermore, the Association monitors and contributes to bi-regional and multiregional intergovernmental processes in the area of higher education and research (such as ASEM, and EU-LAC).

In 2019, EUA's work in this area focused on the following activities.



Bologna Process and EHEA

- EUA contributed to shaping the current Bologna Follow-Up Group (BFUG) workplan, including the 2020 Ministerial Conference and the Global Bologna Policy Forum.
- EUA was involved in many BFUG working and advisory groups, contributing to thematic areas including [social dimension and learning and teaching](#).
- The Association was also present in the [Bologna Process Implementation Coordination Group](#) and the [BFUG Thematic Peer Groups on the Lisbon Recognition Convention](#) and on [Quality Assurance](#).
- EUA also participated in the BFUG [Working Group on monitoring](#) the implementation and in the Task Force on Fundamental Values.
- EUA served as member of the [Bologna Process Coordination Group on Global Policy Dialogue](#).
- The EUA President and several staff members attended the 20th Anniversary Celebrations Conference of the Bologna Process at the University of Bologna (June).
- EUA continued the EU's [Centralised Support for Higher Education Reform Experts](#) (SPHERE II) initiative, which supports higher education reforms in countries the European Neighbourhood region and in Central Asia. Some of these countries are part of the Bologna Process, and the higher education institutions are EUA members.

European Education Area

- EUA closely followed the development of the European Education Area (EEA), launched in 2017, increasing its advocacy work towards EU policy makers and participating in meetings with the Director General for Education, and dedicated working groups.
- EUA contributed to the development of the European Universities Initiative, taking an active part in the formal discussions between the European Commission, participants in the initiative and other stakeholders. EUA began to lay the groundwork for a widespread member survey on the topic in order to provide informed input to the EU Commission.
- The Association closely monitored new instruments established under the European Education Area and kept a close watch on other closely linked initiatives. These include the European Universities Initiative, Erasmus without papers and the European Student Card.

European Research Area

- 2019 was a year of renewed interest from policymakers towards the European Research Area and EUA was closely involved in the discussions. In particular, the Association fed input to a working group called to advise the European Research Area and Innovation Committee (ERAC) on future ERA priorities. EUA's input was included in the ERAC Opinion (December) and laid the ground for EUA's official ERA position (2020).





System and institutional development

HIGHER EDUCATION

Learning and teaching, quality assurance, recognition

In recent decades, structural reforms under the Bologna Process have led to major changes in European higher education. One of the key developments in this regard has been the development of quality assurance, whereas the recognition of qualifications and studies gained new traction in 2019 due to efforts from the European Commission and the UNESCO General Conference, which adopted the Global Convention on the Recognition of Higher Education Qualifications. In parallel, there has been increasing attention given specifically to learning outcomes and student-centred learning, and also more generally to learning and teaching.

THE ROLE OF EUA

EUA conducts several initiatives aimed at establishing a European dimension on higher education learning and teaching and at enhancing the quality and relevance of higher education provision. In this context, EUA underlines the importance of learning and teaching as a core mission, advocates for activities to be geared towards student learning and success, and the recognition of teaching as a part of the academic profession. Activities include studies, development and exchange of good practice, institutional development and peer learning, as well as related policy statements and recommendations. The EUA Learning & Teaching Steering Committee guides this work.

Quality assurance remains a key area where EUA seeks to ensure that the views of the university sector are taken into account in European and national-level policy discussions on internal and external quality assurance. To this effect, the Association maintains dialogue with policymakers and other key stakeholder organisations, specifically its E4 Group partners ENQA, ESU and EURASHE, and supports the operations of EQAR. EUA also supports its members in developing internal quality systems and aims to promote institutional quality cultures.

EUA's main contributions in 2019

Learning and teaching

- The annual EUA flagship [European Learning & Teaching Forum](#) focused on "Towards successful learning: Controversies and common ground" (February) at the University of Warsaw.
- At the event, the [European Forum for Enhanced Collaboration in Teaching \(EFFECT\)](#) project concluded with a presentation of the feasibility study "[Promoting a European dimension to teaching enhancement](#)".
- The 2019 EUA Learning & Teaching Thematic Peer Groups met several times over the year and published reports on [career paths in teaching](#); [development of teaching competences](#); [evaluation of learning and teaching](#); and [promoting active learning in universities](#) (January).
- EUA pulled all of this work together in the report "[Towards a cultural shift in learning and teaching](#)" (March) and a webinar on [approaches to cooperation and exchange in learning and teaching on a European level](#) (March).

Quality Assurance

- The [2019 European Quality Assurance Forum](#) (November) at TU Berlin focused on supporting societal engagement of higher education. Co-organised by the E4, it is the largest annual gathering of the European higher education quality assurance community.
- The report "[Student-centred learning: approaches to quality assurance](#)" (September) presents the status of student-centred learning in Europe's universities and offers considerations for the role of quality assurance processes on the topic.
- EUA collaborated on different projects in quality assurance, including the [Database of external quality assurance results \(DEQAR\)](#) and [Developing a European Approach for Comprehensive QA of \(European\) University Networks \(EUniQ\)](#).

Recognition

- The final report of the [LIREQA](#) project on "Linking Academic Recognition and Quality Assurance" was published (May) providing [recommendations](#) on how these two tools could better work together.
- In the context of the DEQAR project, EUA organised the webinar "[Plugging the information gap - facilitating recognition through access to external quality assurance results](#)" (June).

UNIVERSITY VALUES

Diversity and inclusion, refugees, academic freedom

The missions and work of universities are underpinned by fundamental values, including diversity and inclusion, academic freedom and autonomy, and the participation of staff and students. The topic of values is emphasised by higher education institutions, as well as by governments in the framework of the Bologna Process.

THE ROLE OF EUA

In 2019, EUA focused its activities on supporting universities in developing strategies towards equity, diversity and inclusion. It also worked to empower universities to fulfil their social responsibility. The Association supported universities in nurturing a culture of openness, tolerance and dialogue, in particular by integrating refugees into their communities and acting as models of healthy democratic communities.

Importantly, EUA promotes academic freedom. The Association has a strong track record in standing up for freedom of expression and the protection of higher education and its communities from intimidation and attack. The work of EUA in this field is supported by its expertise in regulatory frameworks and its monitoring and analysis of institutional autonomy throughout Europe.



EUA's main contributions in 2019

Diversity and inclusion

- EUA conducted the [INVITED project](#), engaging members in building strategies towards equity, diversity and inclusion at universities.
- EUA published "[Diversity, equity and inclusion in European higher education institutions: results from the INVITED project](#)" (November) and held a [webinar](#) on the key findings.

Refugees

- The [TandEM project](#) published "[Higher Education for Third Country National and Refugee Integration in Southern Europe](#)" (May) and held a dedicated [webinar](#).
- EUA also collaborated in the projects [REACT](#) (Refugees and Recognition Toolkit 2) and [REIs 2](#) (Refugee Education Initiative 2).
- As part of the activities linked to its [Refugees Welcome Map](#), EUA launched a special newsletter that informs more than 1,000 subscribers about the integration of refugees in European higher education.

Academic freedom and support to academics and students at risk

- EUA promoted academic freedom and worked with partners Scholars at Risk and the Magna Charta Observatory to ensure that these values are respected.
- EUA joined ALLEA and Science Europe to publish "[Academic freedom and institutional autonomy: Commitments must be followed by action](#)" (April).
- The Association followed academic freedom and institutional autonomy in countries where it has members and advocated the rights of higher education, in particular in Hungary and Turkey.
- EUA took part the [InSPIREurope](#) project, which supports researchers who are at risk due to discrimination, persecution, suffering or violence.

RESEARCH

Open Science, research assessment, Big Deals

Research is one of the core missions of Europe's universities and promoting the pivotal role of universities in research and innovation, also in the context of the European Research Area, was a central priority for EUA in 2019. In particular, the Association paid close attention to how Open Science is changing the way research is produced, accessed and utilised. This movement is paving the way to enhanced cross-fertilisation of interdisciplinary research activities, which is critical in tackling complex research issues and societal challenges.

THE ROLE OF EUA

EUA actively supports universities in the transition to Open Science. For more than a decade, the Association has promoted a series of initiatives related to the implementation of institutional policies on Open Access to research publications. EUA also has an Expert Group on Science 2.0/ Open Science that closely follows developments in this area.

In 2019, EUA focused on Open Science in its extensive efforts in providing input to the EU's research and innovation programmes. It also worked to raise awareness and support EUA members in the development of research assessment approaches that take into account Open Science practices. The Association also monitored the evolution of negotiation mechanisms between universities and publishers, with support from the [EUA High-Level Group on Big Deals](#). EUA provides a platform for dialogue about Big Deal negotiations and for sharing good practices and information about the development of the Big Deal landscape in Europe.

All of EUA's policy work concerning research is supported by the Research Policy Working Group.



EUA's main contributions in 2019

Open Science

- The fourth edition of the [EUA Open Access Survey Report](#) (April) tracked European universities' progress towards Open Access.
- EUA supported "Plan S" by providing recommendations, including the publication "[Plan S: EUA welcomes greater clarity on implementation guidelines](#)" (June).
- The project [Fostering FAIR data culture and practices in Europe](#) (FAIRsfAIR) aimed to provide practical solutions for the use of the FAIR data principles.
- EUA and 24 organisations representing national rectors' conferences, national negotiating consortia and libraries funded a [Study on Read & Publish Agreements](#).

Research assessment in the transition to Open Science

- EUA published the "[Research Assessment in the Transition to Open Science. 2019 EUA Open Science and Access Survey Results](#)" (October).
- The EUA Workshop on the theme focused on "[Research Assessment for Researcher Recruitment and Career Progression](#)" (May).
- EUA and Science Europe joined efforts to "[Improve Scholarly Research Assessment Methodologies](#)" (May).

Big deals with scientific publishers

- The [2019 Big Deals Survey Report](#) provided an updated mapping of major scholarly publishing contracts in Europe (May).
- EUA published "[Decrypting the Big Deal Landscape](#)" (October), a follow-up of the 2019 EUA Big Deals Survey Report.

INNOVATION

Innovation ecosystems, energy and the environment, the SDGs

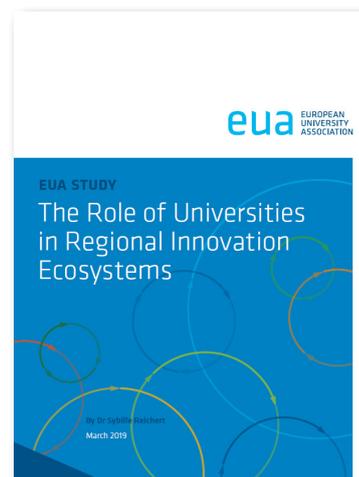
Innovation is the keyword of our times. With a new EU Commission aimed at harnessing the EU's innovation capacities to face common global challenges, European universities are strategically positioned to play a key role in the future of the continent. This is true in several areas including the pursuit of energy alternatives, protecting the environment and the broad spectrum covered by the UN's Sustainable Development Goals.

THE ROLE OF EUA

In 2019, EUA's work in the area of innovation focused primarily on demonstrating Europe's strength in diversity and how great benefits can come from regional networks. The Association finished a major project on European innovation ecosystems to demonstrate the vital contribution of universities to regional development and sustainable innovation. Promoting European innovation ecosystems is also a key priority for Horizon Europe. In this context, EUA worked closely with members to strengthen the strategic role that universities play in innovation ecosystems. These efforts were guided by the [EUA Innovation Ecosystems Expert Group](#).

EUA also works closely with members and partners active in energy and environment research, education and innovation. The Association's goal is to facilitate the full participation of European universities in energy- and environment-related EU programmes and to support the realisation of the Energy Union.

Universities in Europe and around the world are crucial to global sustainable development. Therefore, the Association supports the worldwide agenda for achieving the [United Nations' Sustainable Development Goals \(SDGs\)](#).



EUA's main contributions in 2019

Innovation ecosystems

- The [EUA Innovation Ecosystems Project](#) focused on in-depth case studies of a number of universities in different regional contexts.
- The EUA publication "[The Role of Universities in Regional Innovation Ecosystems](#)" (March) showed the role that universities play in the multi-actor orchestration of innovation.
- The event "[Universities as drivers of European innovation ecosystems](#)" (November) focused on examples of successful partnerships between universities, industry, and public authorities.

Energy and environment

- EUA represented the university sector in EU energy and environment policy in the [Strategic Energy Technology \(SET\) Plan](#) process.
- The Association connected members and partners in this field through the [EUA Energy & Environment Platform \(EUA-EPUE\)](#).
- The [1st Energy & Environment Clustering Event](#) (September) was hosted by Durham University and focused on the circular economy and the role of citizens.

Sustainable Development Goals

- EUA followed the Sustainable Development Goals in the context of its policy and project work and served as member of the [European Commission's Multi-Stakeholder Platform on the Sustainable Development Goals](#).

SYSTEM BENCHMARKING

Public funding, autonomy

The regulatory, financial and societal environments in which universities operate are changing at an increasingly fast pace. Universities across Europe face a challenging and complex financial situation in which traditional modes of funding have been transformed and continue to evolve.

EUA's [Public Funding Observatory](#) shows that the economic crisis led many countries to reduce public funding for universities. At the same time, many countries have embarked on reforms of university governance. Both debates are closely intertwined and connected to the goal of enhanced efficiency and effectiveness of the system.

THE ROLE OF EUA

The comparative analysis of the frameworks in which universities operate across Europe offers important insights for their further development and revision. EUA's flagship activities in this area, the [Public Funding Observatory](#) and the [University Autonomy Scorecard](#), allow detection of European-level trends and provide input in national reform processes.

EUA also advises on governance-related reforms in countries in the EU and in its neighbourhood, either through projects, at the invitation of the European Commission or directly by the concerned public authorities or national rectors' conferences. The dialogue developed through EUA's comparative approach outlines the basic principles and conditions that universities need to best fulfil their missions and tasks.



EUA's main contributions in 2019

Public funding

- The updated [Public Funding Observatory](#) (March) revealed slow recovery and long-lasting gaps in investment.
- The paper "[Funding Trends and Efficiency in Higher Education in Europe in 2018: Frameworks That Empower, Universities That Deliver](#)" (October) addressed trends such as the monitoring of volumes of investment, performance and efficiency.

Autonomy

- EUA provided system-level support throughout the year in dedicated national events on financial autonomy (Estonia, Ireland) and on organisational autonomy (Latvia, Spain, and Jordan).
- EUA mobilised its expertise in university governance and autonomy to assist Kazakh universities in assessing their regulatory framework and in pointing to opportunities to enhance autonomy in the sector ([TRUNAK project](#)). The [EUA report on the state of play of university governance in Kazakhstan](#) (January) drew on the methodology of the Autonomy Scorecard.

INSTITUTIONAL GOVERNANCE AND MANAGEMENT

Efficiency, mergers, procurement

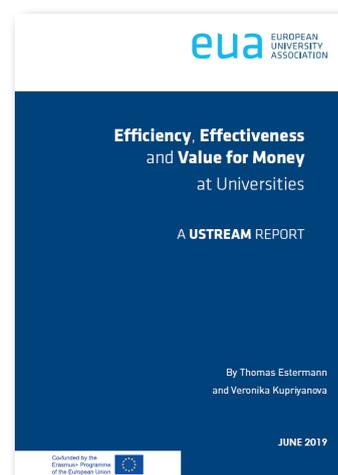
Universities are constantly transforming their operating models, structures, processes, estates and facilities, in a context of increased stress on enhancing efficiency and effectiveness in academia. There is growing attention among policymakers on the topic in a context of increased focus on achieving value for money in terms of public expenditure. This interest is also due to changing funding, governance and accountability frameworks, growing competition between higher education institutions and the evolving student body.

The quest for enhanced efficiency has an impact on the very organisational structure of the institutions and on broader change management processes, such as mergers. Financial management and professional services are also concerned, including issues ranging from institutional strategic partnerships to efficient modern procurement practices.

THE ROLE OF EUA

EUA is dedicated to supporting universities in their efforts to make successful decisions on the issues affecting them, especially in areas such as governance, management, leadership, strategy, funding and human resources. A strong component of EUA's work relates to supporting institutional strategy and leadership capacity in universities. EUA has experience in organisational models, institutional development and change management, which it mobilises for the benefit of its members through focus groups, dedicated workshops and other platforms.

Mergers and concentration processes are an example of a topic for which interest and demand for expertise has grown, and around which EUA has built capacity. EUA's work on efficiency, effectiveness and value for money connects financial and regulatory framework analysis with strategic capacity building, a reflection on organisational models and evolving leadership modes.



EUA's main contributions in 2019

Efficiency

- EUA closed the [USTREAM project](#) and published “[Efficiency, Effectiveness and Value for Money at Universities](#)” (June). The study contained a series of key messages and recommendations on how to enhance efficiency, effectiveness and value for money.
- EUA further enhanced the [University Efficiency Hub](#), allowing university practitioners and policy makers across Europe to share knowledge and hands-on experience.

Mergers

- The EUA briefing “[University Mergers in Europe](#)” (May) mapped 130 cases and provided an update on this widespread phenomenon in Europe, including an updated [online tool](#).

Procurement

- The “Forum for Public Procurement in Science and Higher Education” (January), an event co-organised by EUA and the Portuguese Ministry of Science, Technology and Higher Education, focused on comparative analysis of procurement frameworks and practices in universities.

Special services

EUA offers three special services in addition to membership: the Institutional Evaluation Programme, EUA Solutions and the EUA Council for Doctoral Education.

INSTITUTIONAL EVALUATION PROGRAMME

In 2019, the Institutional Evaluation Programme (IEP) marked 25 years since its foundation. IEP aims to support higher education institutions and systems in developing their strategic leadership and capacity to manage change through voluntary institutional evaluations. More than 430 higher education institutions in 49 countries have used the improvement-oriented, context-sensitive approach. IEP is registered as an external quality assurance agency on the European Quality Assurance Register for Higher Education (EQAR).

IEP supports institutions in developing their strategic leadership and capacity to manage change

IEP evaluations in 2018-2019

- University Politehnica of Bucharest, Romania
- University of Costa Rica, Costa Rica
- Lodz University of Technology, Poland
- Wroclaw University of Economics, Poland
- "Ion Ionescu de la Brad" University of Agricultural Sciences and Veterinary Medicine of Iasi (USAMV Iasi), Romania
- Wroclaw University of Science and Technology, Poland
- Nazarbayev University, Kazakhstan (Follow-up)

IEP evaluations in 2019-2020:

- Tomas Bata University, Zlin, Czech Republic
- Technical University of Ostrava (VSB), Czech Republic
- Eastern Mediterranean University, North Cyprus
- Adam Mickiewicz University in Poznań, Poland
- University College Cork, Ireland
- Charles University, Prague, Czech Republic (Follow-up)
- Sakarya University, Turkey (Follow-up)

EUA SOLUTIONS

EUA Solutions is a tailored service created to assist higher education institutions and stakeholders with their unique challenges. Designed to complement EUA's other membership services, **EUA Solutions** is based on a flexible, on-demand approach to specific requests from universities, decision-makers and national authorities seeking support for change processes and policy development.

IEP INSTITUTIONAL
EVALUATION
PROGRAMME

What to expect from an IEP evaluation

- Context driven approach reflecting your mission and goals
- Independent evaluation that complies with the ESG
- Focus on the institution as a whole
- Peer review by European experts
- The IEP evaluation seal

www.iep-qaa.org

info@iep-qaa.org

#iepqaa

Supporting IEP development

To develop evaluation skills and cultivate team dynamics, the IEP pool of experts meet each year in an Annual Seminar. In 2019, they met in Geneva (September) to examine issues related to governance and quality culture that should be explored during site visits, and how to balance the two sides of the 'critical friend' approach. The pool of experts also discussed the findings of the IEP study "An analysis of topics addressed by recommendations in the reports of the Institutional Evaluation Programme" (September). The Institutional Evaluation Programme is guided by a dedicated Steering Committee.

euasolutions

- In-depth sector knowledge
- Peer-to-peer approach
- European perspective
- Flexible, on-demand methodology

www.eua-solutions.org

info@eua-solutions.org

EUA COUNCIL FOR DOCTORAL EDUCATION

EUA is a leading voice in doctoral education in Europe. The Association works with members to strengthen their doctoral research capacity and attract the best talent in a competitive and rapidly changing world. Notably, EUA has widely contributed to doctoral education reform in Europe, as well as research training.

The Association carries this work out primarily through its **Council for Doctoral Education (EUA-CDE)**, which promotes collaboration and exchange of good practices. EUA-CDE is the largest European network in the field, covering 36 countries and bringing together academic leaders and professionals from more than 260 universities. The community is guided by the **EUA-CDE Steering Committee**.

EUA-CDE events

EUA-CDE holds two main events every year. In 2019, the EUA-CDE Annual Meeting was hosted by the University of Brescia and focused on “**The societal dimension of doctoral education**” (June), in particular in relation to the Sustainable Development Goals. The EUA-CDE Thematic Workshop was hosted by Vrije Universiteit Amsterdam and focused on “**Inter-institutional collaboration in doctoral education**” (January).

Notably, EUA-CDE also held a joint workshop with the UK Council for Graduate Education (UKCGE) at the British Academy. The event, “**The European landscape of doctoral education: the future of research collaboration**” (May), focused on the different forms of collaboration in doctoral education.

EUA-CDE Thematic Peer Group

EUA-CDE launched the Thematic Peer Group on “**Career Development and Tracking in Doctoral Education**” in 2019. The group met three times during the year (March, June, October) to take stock of the different approaches and methods of career tracking in Europe. The findings will be presented at the 2020 EUA-CDE Thematic Workshop. A final report will be available in June 2020.

EUA-CDE Survey Report

In 2019, EUA-CDE published the Europe-wide survey report “**Doctoral education today: approaches and institutional structures**” (January), in collaboration with researchers at the University of Ghent. More than 300 institutions across Europe participated in the study that demonstrates how far European doctoral education has come in the last decade. An **EUA-CDE webinar** (February) focused on the key findings of the report.

EUA-CDE project work

Within the context of EUA's work on doctoral education, the **Yebo! Project** focused on further developing the internationalisation of doctoral education in South African universities.

A connected community

EUA-CDE launched the first EUA-CDE newsletter in 2019 to inform members on the latest news within the community and beyond. This is in addition to “**The Doctoral Debate**”, an online platform featuring commentary and analysis on doctoral education in Europe, launched in 2018.

EUA-CDE members

- exchange good practices
- strengthen networks
- gain access to expertise
- learn to enhance research capacity



Connect with EUA-CDE

WWW.EUA-CDE.ORG

@EUACDE

Inside EUA

MEMBERSHIP

EUA members have access to unrivalled opportunities to share best practices by participating in projects, events and other mutual-learning activities. The Association also offers unique opportunities to shape European policies and initiatives affecting higher education and research.

TYPES OF MEMBERS

EUA offers different membership categories, including for individual institutions and national rectors' conferences. EUA also welcomes applications for affiliate status.

- **Individual Full Members**

Higher education institutions that conduct research, provide degree programmes in two of the three study cycles and receive direct public funding.

- **Collective Full Members**

National rectors' conferences representing the universities of a country.

- **Individual Associate Members**

Higher education institutions that award degrees at the first and second cycle level, but do not meet the research criteria as set for full individual members.

- **Collective Associate Members**

European networks of universities or other higher education institutions that demonstrate a broad European representation.

- **Affiliates**

European or other organisations with an interest in European co-operation in higher education.

EUA members

- share expertise
- contribute to Europe-wide studies
- participate in peer learning and events
- influence policy decisions

MEMBER FEES

EUA wants membership fees to be affordable for universities in different countries and of different sizes. Therefore, EUA takes into account the economic strength of the country and the number of students enrolled at the institution.

HOW TO APPLY

EUA provides candidates with an application form and detailed information on the process and membership categories. All applications are reviewed by the EUA secretariat and then approved by the EUA Council.

To apply, write to:

membership@eua.eu



NEW MEMBERS

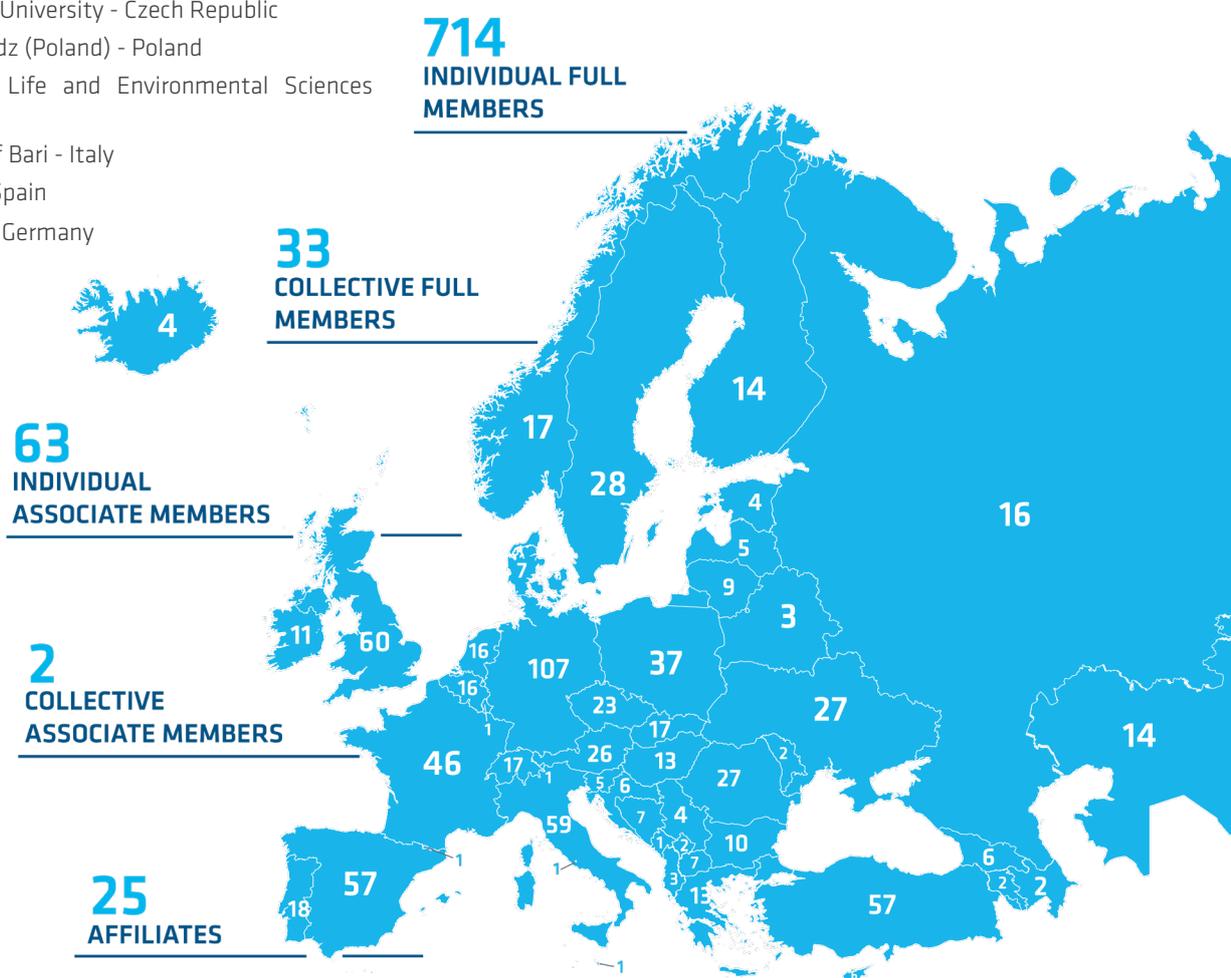
In 2019, EUA welcomed 17 new Individual Full Members and four new Individual Associate Members.

New Individual Full Members in 2019

Nuremberg Institute of Technology - Germany
 University of Vechta - Germany
 Technical University of Moldova - Moldova
 Dalarna University - Sweden
 Ukrainian Medical Stomatological Academy - Ukraine
 Communauté Université Grenoble Alpes - France
 University of Veterinary and Pharmaceutical Sciences Brno (UVPS Brno) - Czech Republic
 BI Norwegian Business School - Norway
 Borys Grinchenko Kyiv University - Ukraine
 Darmstadt University of Applied Sciences - Germany
 ESCP Europe - France
 Jan Evangelista Purkyně University - Czech Republic
 Medical University of Lodz (Poland) - Poland
 National University of Life and Environmental Sciences of Ukraine - Ukraine
 Polytechnic University of Bari - Italy
 University of Cordoba - Spain
 University of Potsdam - Germany

New Individual Associate Members in 2019

Kristiania University College - Norway
 Østfold University College - Norway
 Loyola University Andalusia - Spain
 University of New York Tirana - Albania



GOVERNING BODIES

EUA is governed by the Presidency, the Board, the Council and the General Assembly.

The Presidency is comprised of a president and the two vice-presidents. The president holds office for four years and is not eligible for re-election. The vice-presidents deputise for the president in his or her absence.

The EUA Board is comprised of the president and eight members, including two vice-presidents, all of whom are current or former rectors. **The Board** meets at least three times a year and is responsible for the preparation and implementation of the Association's policy and the planning of its activities. The members are elected for four-year terms.

The EUA Council is comprised of the President, the members of the Board and the chairpersons or nominated representatives of the national rectors' conferences. **The Council** meets at least twice per year to discuss and define EUA's priorities and to endorse various policy positions and statements.

The EUA General Assembly is comprised of all full members and associate members, with only full members being entitled to vote. **The General Assembly** meets at least once per year and determines the strategic direction of the Association. It also elects the President and Board.

IN ADDITION...

EUA collaborates with [working groups and steering committees](#) to guide its initiatives in specific areas where high-level expertise is needed. These include research and innovation policy, doctoral education and learning and teaching.

The [EUA Secretariat](#) is based in Brussels and Geneva. It is managed by the Secretary General and ensures the daily management and implementation of all EUA activities.

PRESIDENCY

EUA BOARD

EUA COUNCIL

EUA GENERAL ASSEMBLY



New EUA Secretary General

In 2019, the EUA Board announced the appointment of Amanda Crowfoot as its new Secretary General as of January 2020. She replaced Lesley Wilson, who led EUA since its foundation. Amanda Crowfoot is responsible for co-developing and implementing the Association's strategic plan and is an ambassador for all members. She previously served as founding Director of Science Europe and Director of the UK Research Office (UKRO).

EUA ANNUAL CONFERENCE

EUA held its 2019 Annual Conference on “Driving innovation in Europe’s universities”. The event was hosted by Sorbonne University in Paris (April) and looked at the pivotal role of universities in shaping innovation.

More than 500 people attended the Annual Conference, including rectors, vice-rectors and heads of administration, as well as higher education researchers and analysts. Policy makers were also present, including the European Commission’s Jean-Eric Paquet, Director-General Research and Innovation, and Sophia Eriksson Waterschoot, Director for Youth, Education and Erasmus+.

The 2019 EUA Annual Conference provided insight into specific policies and practices that enable innovation and entrepreneurship to thrive at universities. It focused on how universities can contribute to innovation in Europe, enhancing learning and empowering students, as well as partnering with a wide range of stakeholders from the rest of society.

A special “hot topic” session focused on the role of artificial intelligence as a transversal and disruptive technology. Participants addressed the technical, political and ethical implications of this much-discussed revolution.



THE EUA GENERAL ASSEMBLY AND LEADERSHIP ELECTIONS

The EUA General Assembly, held alongside the Annual Conference, elected four new EUA Board members and a new EUA president.

New EUA President

Michael Murphy of University College Cork took office as EUA’s new president in 2019. He succeeds Rolf Tarrach, who served EUA for more than a decade in different roles. Murphy, a member of the EUA Board since 2017 and Chair of the EUA Learning & Teaching Steering Committee, has held a variety of leadership roles including President of University College Cork and Vice-Chancellor of the National University of Ireland.

New EUA Board

The four new Board members elected at the EUA General Assembly in Paris are:

- Josep Garrell, Rector of University Ramon Llull (Spain)
- Patrick Lévy, President of University Grenoble-Alpes (France)
- Marcin Pałys, Rector of the University of Warsaw (Poland)
- Franceso Ubertini, Rector of the University of Bologna (Italy)

Two sitting Board members were re-confirmed for a second term:

- Martine Rahier, former Rector of the University of Neuchâtel, (Switzerland)
- Mari Sundli Tveit, Rector of the Norwegian University of Life Sciences (Norway)

The new Board members succeed Wieslaw Banyś of the University of Silesia, Holger Burckhart of the University of Siegen, Jean Chambaz of Sorbonne University, and Michael Murphy who was elected president.



COMMUNICATIONS AND OUTREACH

EUA has one of the largest and most professional communications units among associations in Brussels. With a variety of websites, five social media channels, hundreds of press mentions and five different newsletters, the EUA communications team works to deliver EUA's messages to an array of audiences, especially members and policy makers.

EUA'S WEBSITES



**+1 Million
pageviews**

The Association manages an array of websites, including the main site, three sites dedicated to EUA's special services, one dedicated to energy and the environment, and five online tools. In 2019, EUA had more than one million pageviews on its main website.

- The main website: www.eua.eu
- EUA-CDE: www.eua-cde.org
- EUA Solutions: www.eua-solutions.org
- Institutional Evaluation Programme: www.iiep-qa.org
- Efficiency Hub, Autonomy Scorecard, Public Funding Observatory: <http://efficiency.eua.eu>
- Mergers tool: www.university-mergers.eu
- Energy & Environment Platform: www.energy.eua.eu
- Refugees Welcome Map: <http://refugeeswelcomemap.eua.be/>

NEWSLETTERS



**+17,000
subscriptions**

Newsletters and mailings are EUA's most efficient tool to communicate with members. EUA has five successful newsletters with more than 17,000 subscriptions. It is worth noting that the number of subscribers to the President's newsletter doubled in 2019, while the Refugee Integration newsletter tripled its outreach.

- EUA general newsletter - 10,500 subscribers
- EUA President's newsletter - 2,000 subscribers
- EUA-CDE Newsletter - 1,700 subscribers
- Energy & Environment newsletter - 2,100 subscribers
- Refugee Integration newsletter - 1,000 subscribers

SOCIAL MEDIA CHANNELS



**+22,000
followers**

EUA social media channels continue to experience a significant growth both in terms of numbers of followers and interactions. In 2019, the Association had more than 22,000 followers on its main channels, experiencing a more than 40% increase.



VIDEOS



+100 videos

In 2019, EUA stepped up its video production by establishing an in-house production studio and developing new content for its [YouTube channel](#). EUA produced more than a dozen videos, including expert interviews and publication briefs, in addition to diverse webinars. The Association also launched a plan to produce a publication video series, along with a series to promote its expertise on key topics.

PRESS WORK AND EDITORIALS



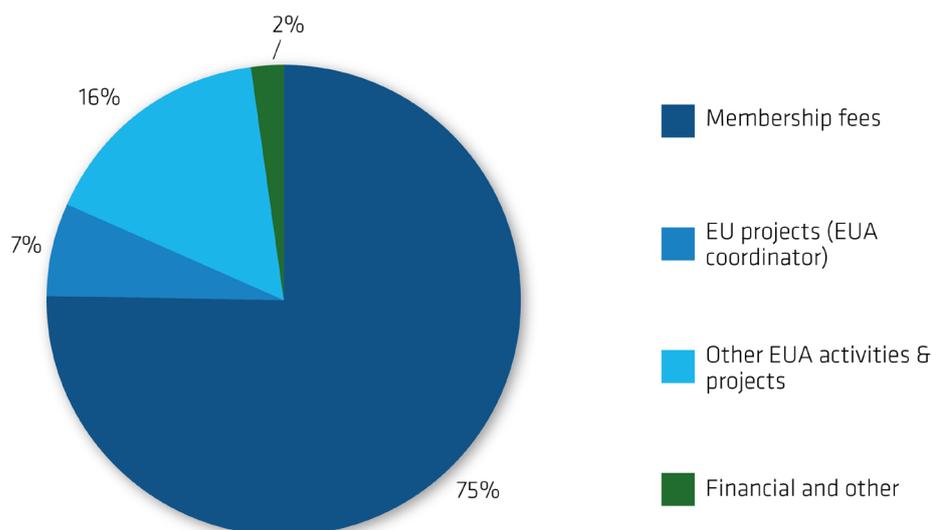
**+1,500
mentions**

EUA focuses on the sector press, the national press and the Brussels press in its communications work. In 2019, EUA had more than 1,500 mentions worldwide and the Association's leaders, including the President and Secretary General, signed more than a dozen editorials in outlets such as the Parliament Magazine, Science Business and The Guardian. The press work feeds EUA's social media work and aims to build reputation for the Association and its experts.

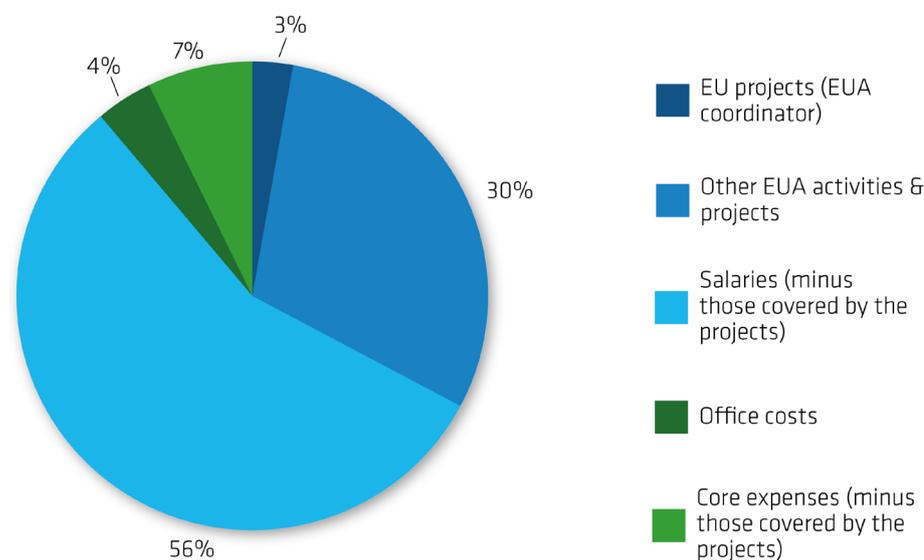
FINANCES

EUA is funded by its wide membership, as well as by projects and other activities. The Association's income in 2019 was more than 4.8 million euros. EUA sustained its work with these funds, including the many events, publications and projects cited in this report. It also covered the expenses related to EUA's offices and its nearly forty-person strong staff.

EUA FUNDING SOURCES IN 2019



EUA EXPENDITURES IN 2019



EUA in detail

EUA EVENTS IN 2019

2019 EUA-CDE THEMATIC WORKSHOP

Inter-institutional collaboration in doctoral education

Hosted by Vrije Universiteit Amsterdam, Amsterdam, The Netherlands

17-18 January 2019

EUA NEW YEAR'S RECEPTION

Hosted by the European University Association, Brussels, Belgium

24 January 2019

EUA FOCUS GROUP

The role of universities in innovation ecosystems

Hosted by Aalborg University, Aalborg, Denmark

1 February 2019

2019 EUROPEAN LEARNING & TEACHING FORUM

Towards successful learning: Controversies and common ground

Hosted by University of Warsaw, Warsaw, Poland

14-15 February 2019

LAUNCH EVENT

Open innovation ecosystems: universities connecting the dots

Hosted by the Representation of the Free State of Bavaria to the European Union

8 March 2019

2019 EUA ANNUAL CONFERENCE

Driving innovation in Europe's universities

Hosted by Sorbonne University, Paris, France

11-12 April 2019

JOINT UKCGE / EUA-CDE EVENT

The European Landscape of Doctoral Education: The Future of Research Collaboration

Hosted by The British Academy, London, United Kingdom

3 May 2019

2019 EUA WORKSHOP ON RESEARCH ASSESSMENT IN THE TRANSITION TO OPEN SCIENCE

Research Assessment for Researcher Recruitment and Career Progression

University Foundation, Brussels, Belgium

14 May 2019

EUA FOCUS GROUP

Quality assurance of student-centred learning

Hosted by the European University Association, Brussels, Belgium

6 June 2019

2019 EUA-CDE ANNUAL MEETING

The societal dimension of doctoral education

Hosted by University of Brescia, Brescia, Italy

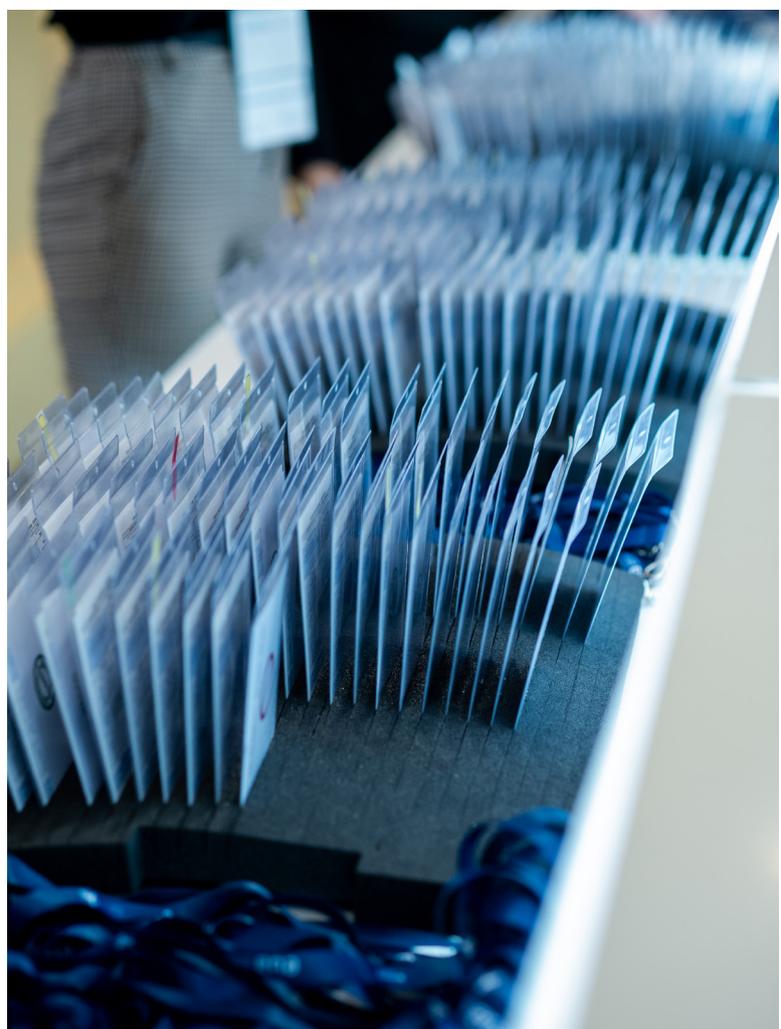
12-14 June 2019

INVITED PEER LEARNING SEMINAR

How to transform universities to embrace diversity and foster inclusion

Hosted by University College Dublin, Dublin, Ireland

14 June 2019



USTREAM PROJECT FINAL EVENT

Efficiency, effectiveness and value for money in higher education and research: Linking European, national, sector and institutional strategies

Hosted by the Permanent Representation of Ireland to the EU, Brussels, Belgium

19 June 2019

IEP ANNUAL SEMINAR

Novotel Geneva Centre, Geneva, Switzerland

19-20 September 2019

1ST ENERGY & ENVIRONMENT CLUSTERING EVENT

Energy, environment and us - Circular economy and the role of citizens

Hosted by Durham University, Durham, United Kingdom

23-24 September 2019

FOCUS GROUP

Universities, research data management and the FAIR principles

Hosted by Carlos III University of Madrid, Madrid, Spain

30 October 2019

EUA EVENT

Universities as drivers of European innovation ecosystems

Hosted by Committee of the Regions, Brussels, Belgium

6 November 2019

VSNU - EUA CONFERENCE

Recognition & rewards systems for academics

Rotterdam, The Netherlands

15 November 2019

FOCUS GROUP

Teaching (FAIR) data management and stewardship

Hosted by University of Amsterdam, Amsterdam, The Netherlands

19 November 2019

2019 EUROPEAN QUALITY ASSURANCE FORUM

Supporting societal engagement of higher education

Hosted by TU Berlin, Berlin, Germany

21-23 November 2019

EUA WEBINARS

- **EUA-CDE webinar: The landscape of doctoral education in Europe**
26 February 2019
- **EUA webinar: Approaches to cooperation and exchange in learning and teaching on a European level**
28 March 2019
- **EUA webinar: European Parliament elections & its importance for the higher education and research policies**
9 May 2019
- **TandEM webinar: Higher Education for Third Country National and Refugee Integration - TandEM project report**
28 May 2019
- **Plugging the information gap - facilitating recognition through access to external quality assurance results**
27 June 2019
- **INVITED project webinar on diversity and inclusion**
20 November 2019



EUA PUBLICATIONS IN 2019

AUTONOMY & GOVERNANCE

Transition to University Autonomy in Kazakhstan
State of play of university governance and recommendations for the reform process
 January 2019

LEARNING & TEACHING

Career paths in teaching: Thematic Peer Group Report
Susan te Pas, Thérèse Zhang
 January 2019

LEARNING & TEACHING

Continuous Development of Teaching Competences: Thematic Peer Group Report
Tim McIntyre-Bhatty, Luisa Bunesco
 January 2019

DOCTORAL EDUCATION

Doctoral education in Europe today: approaches and institutional structures
Alexander Hasgall, Bregt Saenen, Lidia Borrell-Damian. Co-authors: Freek Van Deynze, Marco Seeber, Jeroen Huisman
 January 2019

LEARNING & TEACHING

Evaluation of learning and teaching: Thematic Peer Group Report
Claire Dewhurst, Anna Gover
 January 2019

LEARNING & TEACHING

Promoting active learning in universities: Thematic Peer Group Report
Cecilia Christersson, Patricia Staaf, Thérèse Zhang, Helene Peterbauer
 January 2019

OPEN ACCESS POLICIES

Turning principles into practice: EUA's response to the Plan S Implementation Guidance
 February 2019

DIGITAL SINGLE MARKET

Copyright Directive: EUA position ahead of a final agreement
 February 2019

LEARNING & TEACHING

Promoting a European dimension to teaching enhancement
A feasibility study from the European Forum for Enhanced Collaboration in Teaching (EFFECT) project
 February 2019

BREXIT

Brexit: How universities can prepare for a no-deal scenario
 February 2019



EUROPEAN INNOVATION ECOSYSTEMS

The Role of Universities in Regional Innovation Ecosystems
Sybille Reichert
 March 2019

LEARNING & TEACHING

Towards a cultural shift in learning and teaching: Thematic Peer Group Report
Tia Loukkola, Helene Peterbauer
 March 2019

FUNDING

EUA Public Funding Observatory Report 2018
Enora Bennetot Pruvot, Thomas Estermann, Valentina Lisi
 March 2019

FUNDING

EUA Public Funding Observatory 2018 - Country sheets
 March 2019

OPEN SCIENCE

Reflections on University Research Assessment: key concepts, issues and actors
Bregt Saenen, Lidia Borrell-Damián
 April 2019

OPEN SCIENCE

2017-2018 EUA Open Access Survey Results
Rita Morais, Lidia Borrell-Damián
 April 2019

UNIVERSITIES & VALUES

Academic freedom and institutional autonomy: Commitments must be followed by action
Joint statement by ALLEA, EUA and Science Europe
 April 2019

AUTONOMY & GOVERNANCE

University Mergers in Europe
 May 2019

OPEN SCIENCE

2019 Big Deals Survey Report.

An Updated Mapping of Major Scholarly Publishing Contracts in Europe

Rita Morais, Lennart Stoy and Lidia Borrell-Damián

May 2019

OPEN SCIENCE

The European University Association and Science Europe Join Efforts to Improve Scholarly Research Assessment Methodologies

May 2019

DIVERSITY & INCLUSION

Higher Education for Third Country National and Refugee Integration in Southern Europe

TandEM - Towards Empowered Migrant Youth in Southern Europe

Henriette Stoeber

May 2019

AUTONOMY & GOVERNANCE

Efficiency, Effectiveness and Value for Money at Universities A USTREAM report.

Thomas Estermann and Veronika Kupriyanova

June 2019

LEARNING & TEACHING

Digital Skills – where universities matter

Thomas Jørgensen

June 2019

DIGITAL SINGLE MARKET

EU Copyright Directive: EUA guidelines for members to influence national implementation

June 2019

OPEN SCIENCE

Plan S: EUA welcomes greater clarity on implementation guidelines

June 2019

ANNUAL REPORT

EUA Annual Report 2018

June 2019

FUNDING

Achieving high-quality audit in European research Propositions on simplification and alignment of funders' practices

Enora Bennetot Pruvot, Veronika Kupriyanova

August 2019

QUALITY ASSURANCE

Student-centred learning: approaches to quality assurance

Anna Gover, Tia Loukkola, Helene Peterbauer

September 2019

IEP STUDY

An analysis of topics addressed by recommendations in the reports of the Institutional Evaluation Programme

Elena Cirlan, Anna Gover

September 2019

OPEN SCIENCE

Research Assessment in the Transition to Open Science 2019 EUA Open Science and Access Survey Results

Bregt Saenen, Rita Morais, Vinciane Gaillard, Lidia-Borrell Damián

October 2019

OPEN SCIENCE

Decrypting the Big Deal Landscape

Follow-up of the 2019 EUA Big Deals Survey Report

Lennart Stoy, Rita Morais and Lidia Borrell-Damián

October 2019

DIVERSITY & INCLUSION

Diversity, equity and inclusion in European higher education institutions

Results from the INVITED project

Anna-Lena Claeys-Kulik, Thomas Ekman Jørgensen, Henriette Stöber

November 2019

FUNDING

Horizon Europe implementation: EUA calls for an efficient and flexible Model Grant Agreement

December 2019



EUA PROJECTS IN 2019

DEQAR

Database of External Quality Assurance Results

Co-funded by the Erasmus+ Programme of the European Union

EFFECT

European Forum for Enhanced Collaboration in Teaching – a feasibility study

Co-funded by the Erasmus+ Programme of the European Union

EUNIQ

Developing a European Approach for Comprehensive QA of (European) University Networks

Co-funded by the Erasmus+ Programme of the European Union

FAIRSFAR

Fostering FAIR Data Practices in Europe

Funded by the European Union's Horizon 2020 programme

INSPIREUROPE

Initiative to Support, Promote, and Integrate Researchers@ Risk in Europe

Funded by the European Union's Horizon 2020 programme

INNOVATION ECOSYSTEMS

EUA Innovation Ecosystems Project

Funded by EUA

INVITED

Strategies towards Equity, Diversity and Inclusion at Universities

Funded by EUA

LIREQA

Linking Academic Recognition and Quality Assurance

Co-funded by the Erasmus+ Programme of the European Union

REACT

Refugees and Recognition - Toolkit 2

Co-funded by the Erasmus+ Programme of the European Union

REIS 2

Refugee Education Initiative 2

Co-funded by the Erasmus+ Programme of the European Union (Social Inclusion Call)

SPHERE II

Centralised Support for Higher Education Reform Experts

Funded by the Erasmus+ Programme of the European Union

READ & PUBLISH

Study on Read & Publish Agreements

Funded by EUA

TANDEM

Towards Empowered Migrant Youth in Southern Europe

Co-funded by the European Union's Asylum, Migration and Integration Fund (AMIF)

TRUNAK

Transition to University Autonomy in Kazakhstan

Co-funded by the Erasmus+ Programme of the European Union

USTREAM

Universities for strategic, efficient and autonomous management

Co-funded with support from the European Commission

YEBO!

Development of the internationalisation of PdD studies in South-Africa

Co-funded by the Erasmus + Key Action 2 – Cooperation for innovation and the exchange of good practices – Capacity building in the field of Higher Education



The European University Association (EUA) is the representative organisation of universities and national rectors' conferences in 48 European countries. EUA plays a crucial role in the Bologna Process and in influencing EU policies on higher education, research and innovation. Thanks to its interaction with a range of other European and international organisations, EUA ensures that the voice of European universities is heard wherever decisions are being taken that will impact their activities.

The Association provides a unique expertise in higher education and research as well as a forum for exchange of ideas and good practice among universities. The results of EUA's work are made available to members and stakeholders through conferences, seminars, websites and publications.

www.eua.eu

