

2020



# Annual Report

The voice of Europe's universities

## European University Association

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### European University Association asbl

<i>Avenue de l'Yser 24</i>	<i>Rue du Rhône 114</i>
<i>1040 Brussels</i>	<i>Case postale 3174</i>
<i>Belgium</i>	<i>1211 Geneva 3, Switzerland</i>
<i>+32 (0) 2 230 55 44</i>	<i>+41 22 552 02 94</i>
<i><a href="http://www.eua.eu">www.eua.eu</a> · <a href="mailto:info@eua.eu">info@eua.eu</a></i>	

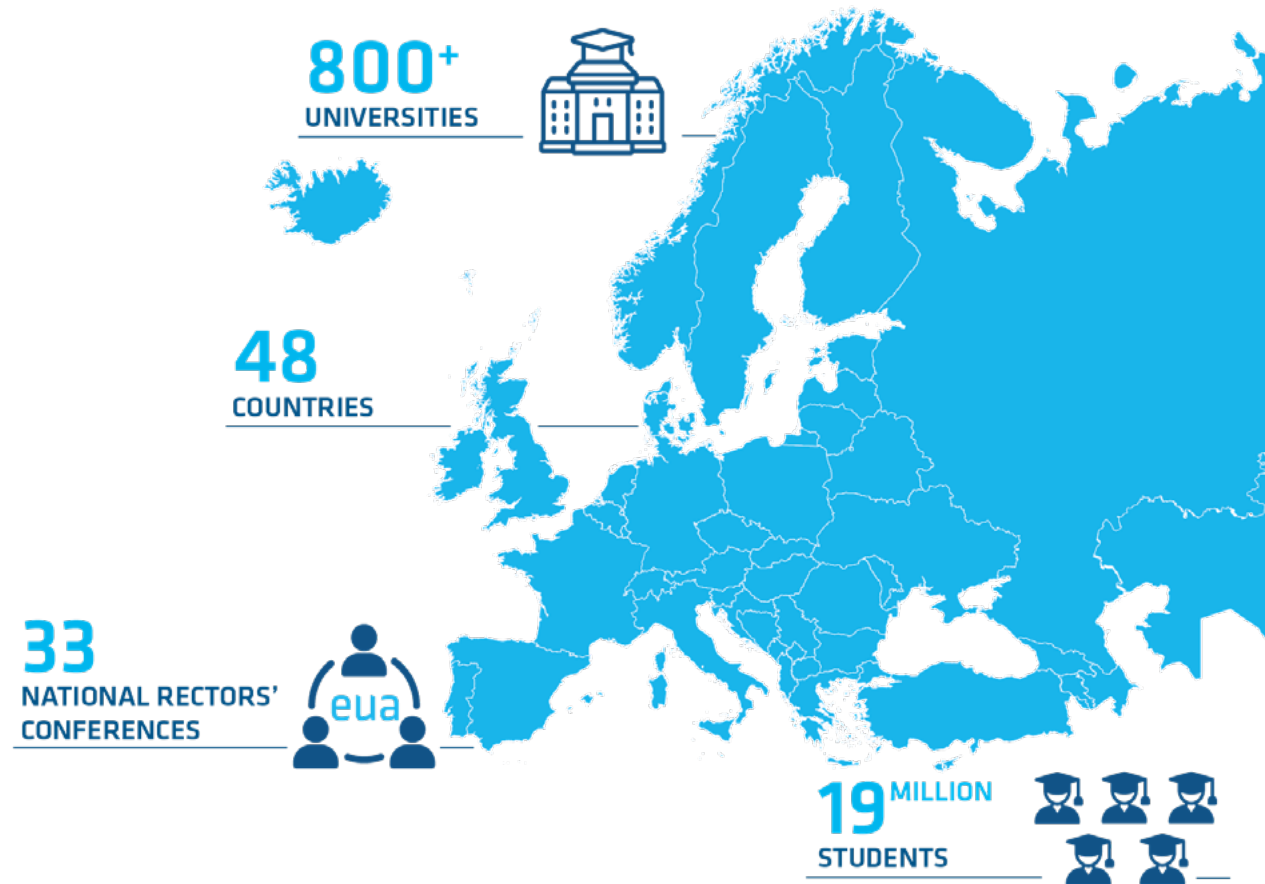
## 2020 Annual Report

Against the backdrop of the Covid-19 crisis, the final negotiations for the long-term EU budget, and a new momentum for higher education and research in Europe, this Annual Report outlines EUA's concrete efforts in 2020. This work demonstrates how EUA provides members with unique opportunities to shape European policies and initiatives affecting higher education, research and innovation. It also highlights the unrivalled opportunities to participate in projects, events and other mutual-learning activities.

### The voice of Europe's universities

The European University Association (EUA) is the largest and most extensive association of European universities. It provides a forum for leaders to share expertise, as well as contribute to Europe-wide studies that benefit individual universities and the sector as a whole.

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



### EUA and its members are

- \* Connecting a unique community
- \* Influencing decision making
- \* Enhancing institutional development
- \* Boosting global visibility

# Europe's universities shaping the future

In 2020, [EUA launched its strategic plan](#) after an ambitious consultation process involving 660 survey respondents from 385 universities in 44 countries. It also gathered input from the EUA Board and Council members, the secretaries general of 24 national rectors' conferences, and representatives of European and international associations. In addition, EUA interviewed nearly 20 key European and international actors to review EUA's past performance and to seek guidance on its future trajectory. The result is a strategic framework for the Association.

## Our vision

Strong universities for Europe

## Our goals

- ◆ Effective advocacy, impacting public policy in order to enable members' success
- ◆ Timely and reliable identification of emerging opportunities, as well as threats to society and our sector
- ◆ An Association that is alert and responsive to the needs of members, committed to solidarity and collective actions
- ◆ Understanding the practices and capacity of our members to address societal needs and optimising this capacity through collaboration and sharing of good policies, practices, expertise and resources



*Michael Murphy,  
EUA President*

*The need for bold, cohesive, collective action across European universities is unprecedented. As the major forum for pan-European university decision making, as the platform for sharing university institutional best practices, as the 'eyes and ears' of higher education in Brussels, and as the voice of the sector in influencing public policy and opinion, EUA has the opportunity and responsibility to grow its impact.*



*Amanda Crowfoot,  
EUA Secretary General*

# EUA strategic priorities in focus

In accordance with the EUA Strategic Plan, the Association worked in 2020 to serve Europe’s universities through activities designed to fulfil its four strategic priorities. This Annual Report highlights the most notable outputs and how they relate to EUA’s overarching strategic vision. As 2020 was an exceptional year, many of these activities were created or adapted from existing initiatives to support universities in light of the Covid-19 crisis.

 <p><b>PRIORITY 1</b>  <b>Effective Advocacy</b>  <i>Impact on public policy</i></p>	 <p><b>PRIORITY 2</b>  <b>Horizon Scanning</b>  <i>Alert, responsive, resilient</i></p>
 <p><b>PRIORITY 3</b>  <b>European Solidarity</b>  <i>A fundamental value</i></p>	 <p><b>PRIORITY 4</b>  <b>Enabling Enhanced Performance</b>  <i>Excellence in all endeavours</i></p>

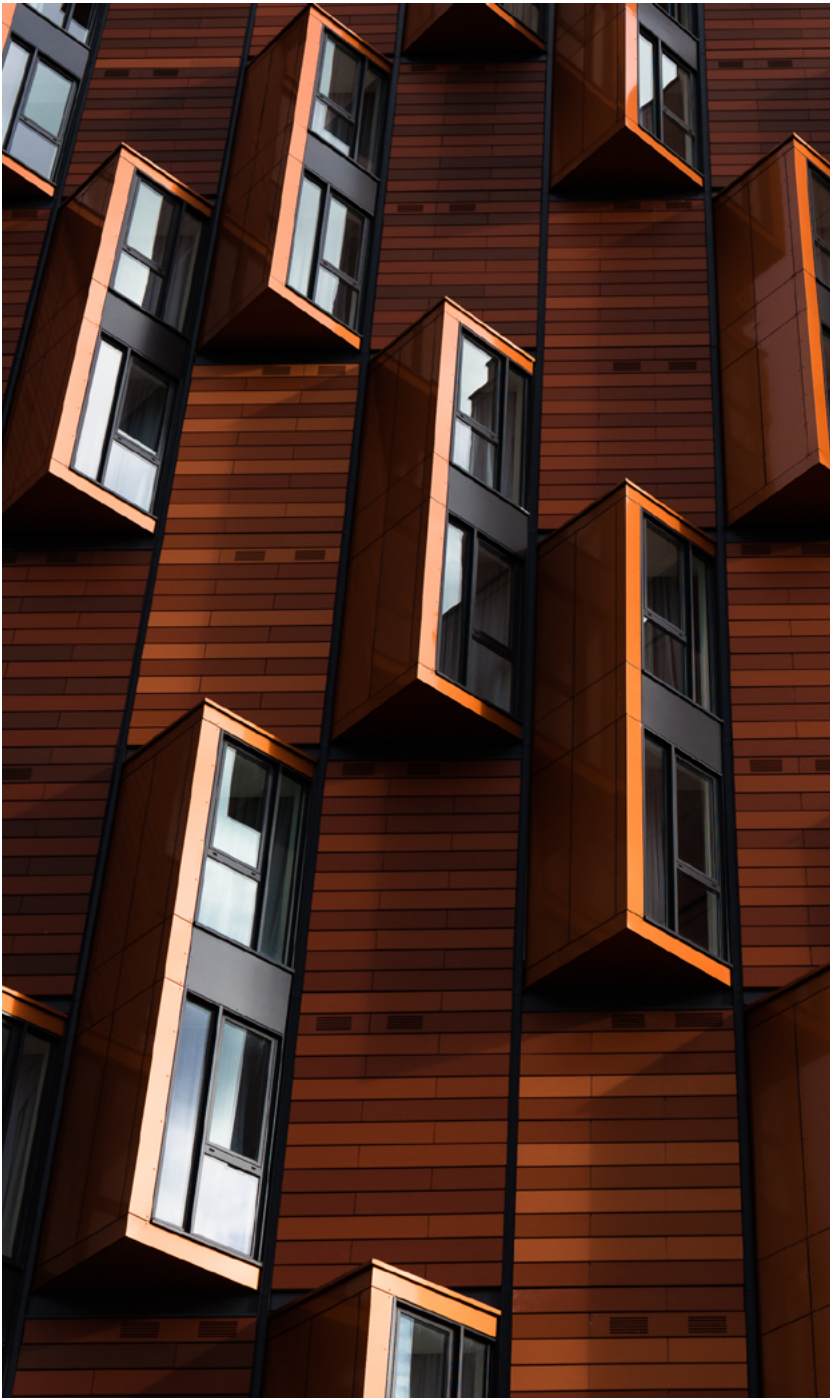
## Our mission

Supporting our members to excel in the service of society

## Our values

EUA protects and promotes the values of universities: academic freedom, institutional autonomy, freedom of speech, integrity, inclusivity, diversity, equality and equity, sustainability, solidarity, promotion of creativity and critical thinking.

In its daily work, EUA further upholds service to members, professionalism, openness and transparency.



## The pandemic: an unprecedented year

The Covid-19 crisis has challenged higher education institutions in many new and unexpected ways. As universities have taken radical measures and made major efforts to slow the contagion and to better understand the virus, they have also forged new paths in crisis management. This brings both challenges and opportunities to Europe's universities, in particular in relation to digitalisation and digitally enhanced learning and teaching, Open Science, research, innovation, quality assurance, university autonomy, funding and civic engagement.

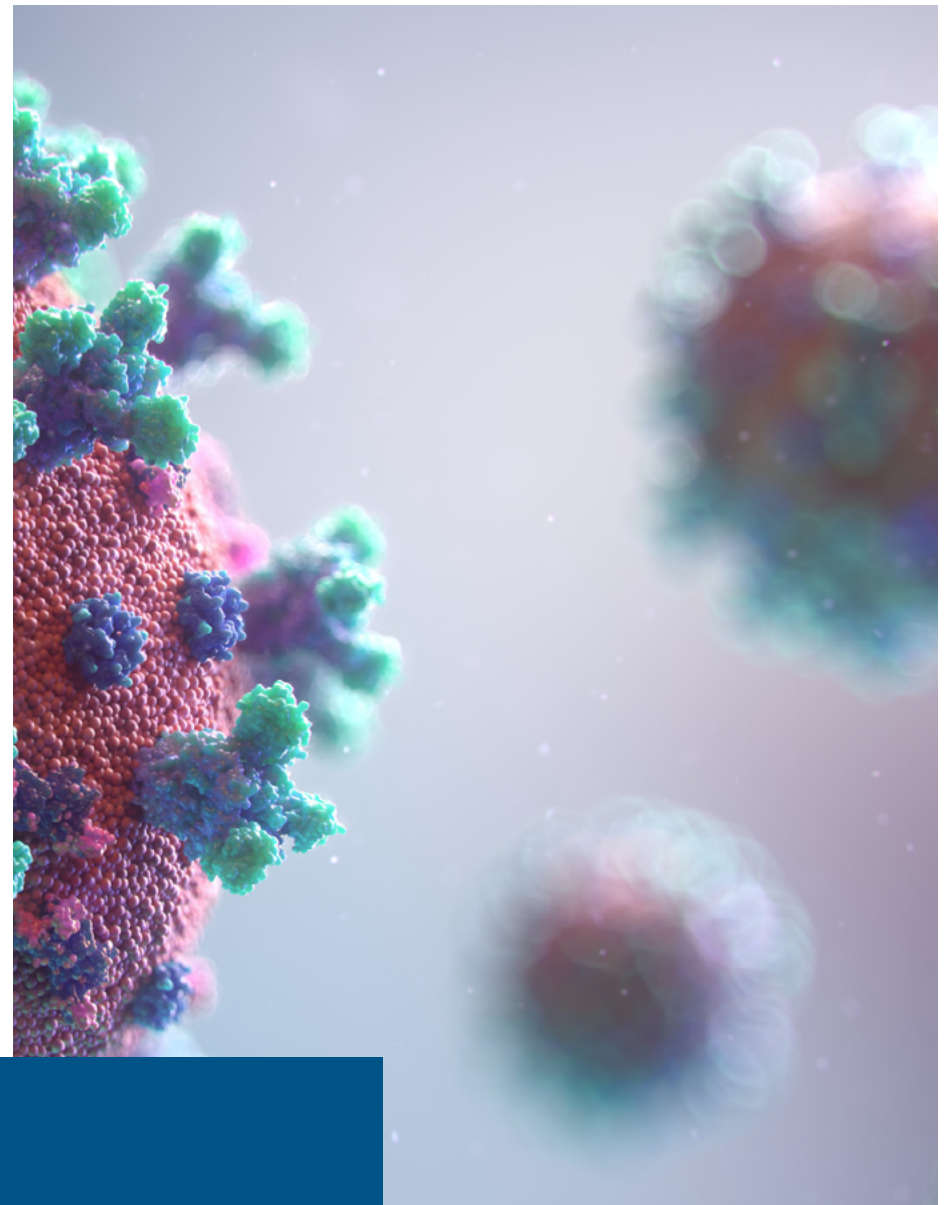
## Supporting universities

In 2020, EUA worked closely with members in this difficult scenario. The Association moved its public events online and added events dedicated to the new needs that arose from the crisis. In many cases, the content of existing events, as well as surveys and projects, was adapted to those same needs. EUA produced many resources, including dedicated publications and more than two dozen Expert Voices articles linked to the challenges posed by the crisis.

EUA worked throughout the year to facilitate the sharing of crisis-related good practices among members. It also gathered useful information via member questionnaires and the monitoring of European-level policy developments and shared information through its many communications activities.

## A window of opportunity

As places that gather many people, universities are emptier now than before, but this does not mean that they are closed. Learning and teaching are very active online and universities remain central in the research of new treatments and possible vaccines. The crisis has opened a window of opportunity for universities to engage even more with society, support governments through research and innovation and to help prepare a more resilient society.



## EU advocacy priorities

EUA plays a central role in influencing European policies on higher education, research and innovation. In 2020, there was a strong focus on the EU's Multiannual Financial Framework. The negotiations, which continued until the very end of the year, were greatly impacted by Covid-19 and the EU recovery plan, as well as the UK's exit from the Union.

With the implications of Brexit for universities as a concern, EUA issued several statements supporting association of the UK to EU programmes. In addition, EUA paid close attention to the EU's overarching ambitions, notably the Industrial and Digital strategies.

### The following are EUA's key contributions in this area:

#### #EUInvestInKnowledge - Call for urgent EU investment in research, innovation and education

14 July 2020 | Position

During negotiations on the European Union's Multiannual Financial Framework, EUA and 14 partner university associations stressed the need to invest in research, innovation and education.

✓ 1.

✓ 4.

#### Research, innovation and education hold the key to Europe's long-term recovery and resilience

18 June 2020 | Position

As a part of EUA's funding campaign, this position highlighted the Association's position on much-needed investment in research, innovation and education, in order to fulfil the EU's ambitions.

✓ 1.

✓ 4.



## Strategic priorities

1. Effective Advocacy
2. Horizon Scanning
3. European Solidarity
4. Enabling Enhanced Performance

**Building synergies between education, research and innovation by aligning the EU funding programmes**

9 March 2020 | Policy input

This policy input contributed to the debate on possible synergies between Horizon Europe, Erasmus+, European Structural and Investment Funds and funding programmes at the national level.

✓ 1.

✓ 4.

**An excellent, open and inclusive Horizon Europe**

21 September 2020 | Policy input

On the occasion of the 2020 European Research and Innovation Days, EUA published this policy input, calling for an excellent, open and inclusive Horizon Europe.

✓ 1.

✓ 3.

✓ 4.

**The EU’s response to the coronavirus crisis and what’s relevant for universities**

3 June 2020 | EUA webinar

The Covid-19 crisis impacted EU policies, including those relevant to universities. This webinar gave insight into immediate EU-level reactions, and the possible medium- and long-term consequences.

✓ 1.

✓ 2.

✓ 4.

**Brexit – what now for universities?**

22 January 2020 | Briefing

An overview of what had already been agreed in early 2020, this briefing offered information on the further process towards the future relationship, with a focus on areas relevant to universities.

✓ 1.

✓ 2.

✓ 3.

**Brexit statements**

In January this [joint statement with member Universities UK](#) called for EU and UK universities to remain united. In June, EUA [highlighted the benefits of continued cooperation](#) in research and education. This was followed in July with [EUA signing the Wellcome Trust statement](#) calling for full association.

✓ 1.

✓ 2.

✓ 3.

**EUA response to the new EU Industrial and Digital Strategies**

23 June 2020 | Policy input

This policy input stresses that the two strategies require a solid knowledge base through investments in curiosity-driven research. It also emphasises the key role of innovation ecosystems.

✓ 1.

✓ 2.

✓ 4.

**In focus**

**EU budget and funding for universities**

In 2020, [EUA campaigned relentlessly for European funding to research, innovation and education](#), supporting the European Parliament and reminding member states of their responsibilities. These efforts contributed to increased budgets for both Erasmus+ and Horizon Europe. EUA also strongly defended higher funding allocation to fundamental research. In parallel, EUA successfully worked with partners and the European Commission to develop simpler and more effective rules for participation to these programmes.



# European policy processes and the global context

EUA 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, such as the European Universities Initiative, and supports the revitalisation of the European Research Area (ERA). The European processes are also reflected in EUA’s dialogue and cooperation initiatives with international partner organisations.

## The following are EUA’s key contributions in this area:

### Towards the Bologna Process Ministerial Meeting

29 September – 1 December 2020 | EUA webinar series

In view of the Bologna Ministerial Meeting, EUA held a seven-part webinar series on the Bologna Process, shedding light on topics closely related to universities’ current policies and practices.

- ✓ 1.
- ✓ 2.

- ✓ 3.
- ✓ 4.

### Micro-credentials linked to the Bologna Key Commitments

15 September 2020 | Report

This [MICROBOL](#) report examines micro-credentials, how they are perceived by different actors, and how the existing EHEA tools can be used or adapted to accommodate them.

- ✓ 1.

- ✓ 2.

- ✓ 4.

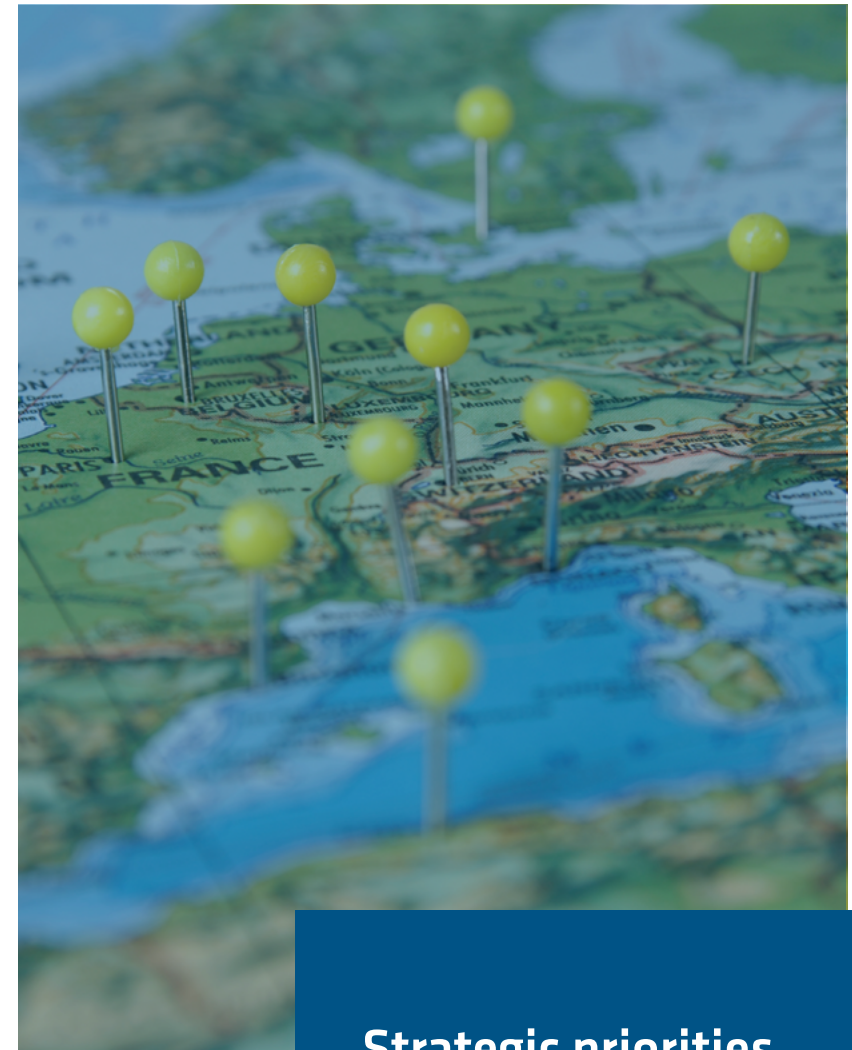
### Taking the European Higher Education Area forward

16 November 2020 | Position

EUA has been an active contributor to the Bologna Process since its start 20 years ago. This position paper welcomes the recent progress in the development of the European Higher Education Area.

- ✓ 1.

- ✓ 2.



## Strategic priorities

1. Effective Advocacy
2. Horizon Scanning
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**EUA response to the European Commission Communication on achieving the European Education Area by 2025**

30 October 2020 | Position

This EUA position paper puts forward recommendations to guide the further development of the European Education Area in response to the European Commission’s dedicated Communication.

- ✓ 1.
- ✓ 2.

**The future of the European Universities Initiative**

27 April 2020 | Position

Drawing from the results of the [dedicated survey](#), this position calls on the European Commission, Member States in Council and the Parliament to consider seven points for the future development of the initiative.

- ✓ 1.
- ✓ 3.
- ✓ 4.

**International strategic institutional partnerships and the European Universities Initiative**

27 April 2020 | Report

The survey report on international strategic institutional partnerships and the European Universities Initiative gathers data from 219 higher education institutions from 34 systems across Europe.

- ✓ 1.
- ✓ 3.
- ✓ 4.

**Perspectives on the new European Research Area from the university sector**

3 December 2020 | Policy Input

This policy input addresses the European Commission’s latest [Communication](#), further expanding EUA’s views and focusing on what matters most to universities.

- ✓ 1.
- ✓ 2.

**The new European Research Area: building capacity through dialogue**

15 October 2020 | Position

EUA welcomed the European Commission’s Communication “A new ERA for Research and Innovation” released in September as a starting point to making this ambition a reality.

- ✓ 1.
- ✓ 2.

**European Research Area: How to mobilise research-based knowledge for a better and more sustainable future**

5 March 2020 | Position

Highlighting universities as key players in Europe’s research and innovation landscape, this position welcomes the revival of the ERA and offers a detailed list of recommendations for the future.

- ✓ 1.
- ✓ 2.

**SPHERE project**

In this project, EUA engaged with EU neighbouring countries. It published “[Erasmus+ International Credit Mobility - a study of the mobility of disadvantaged students from Partner Countries](#)” (January), and held the online seminar “Exploring micro-credentials: Why, how and which way forward” (November).

- ✓ 1.
- ✓ 3.
- ✓ 4.

**EU trade negotiations and higher education**

3 September 2020 | Briefing

Universities have a strategic interest in trade in higher education services and this policy briefing provides an update on different negotiations and their potential impact on the sector.

- ✓ 1.
- ✓ 2.
- ✓ 4.

**In focus**

**Renewed confidence for universities**

2020 brought new vitality to the Bologna Process with the Rome Communiqué from the EHEA Ministerial Conference (November) articulating a vision for a more inclusive, innovative and interconnected EHEA. The European Commission also published Communications on creating the European Education Area by 2025 and a renewed European Research Area, signalling the welcome return of universities to the forefront of European public policy. In this context, EUA represented Europe’s universities, providing input from members and guiding policy makers.

## Higher education

EUA conducts several initiatives aimed at establishing a European dimension in higher education learning and teaching and enhancing the quality and relevance of higher education provision. In this context, EUA underlines the importance of learning and teaching as a core mission, and advocates for activities to be geared towards student learning and success, as well as for the recognition of teaching as a part of the academic profession. The [EUA Learning & Teaching Steering Committee](#) guides this work.

As a leading voice on quality assurance, EUA maintains dialogue with policy makers and other key stakeholder organisations, specifically its E4 Group partners ENQA, ESU and EURASHE, and supports the operations of EQAR.

**The following are EUA's key contributions in this area:**

### 2020 European Learning & Teaching Forum

Balancing tradition and change

13 - 14 February 2020 | EUA conference

Hosted by Utrecht University before Covid-19, this flagship event offered a platform to discuss how universities enhance learning and teaching, as well as the work of the [2019 Thematic Peer Groups](#).

✓ 3.

✓ 4.

### EUA Learning & Teaching Thematic Peer Group Reports

March 2020 | Reports

The results of the groups' work, these reports focus on [evidence-based approaches to learning and teaching](#); [student assessment](#); [internationalisation in learning and teaching](#); and [curriculum design](#).

✓ 3.

✓ 4.

### Key issues in effective curriculum design

28 May 2020 | EUA webinar

This webinar explored aspects to consider when designing curricula. It presented findings of the 2019 [EUA Learning & Teaching Thematic Peer Groups](#), in particular the curriculum design group.

✓ 4.

### 2020 European Quality Assurance Forum

Flexible higher education: implications for QA

12 - 13 November 2020 | Online conference

This flagship event combined online sessions about European policies and trends in quality assurance, as well as research and the latest practical case examples related to the Forum theme.

✓ 1.

✓ 4.



## Strategic priorities

1. Effective Advocacy
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**The ESG in the changing landscape of higher education**

28 August 2020 | Position (E4 Group)

This joint statement responds to discussions about the relevance and applicability of the ESG in a changing context. It suggests that the ESG must remain fit-for-purpose and sufficiently flexible.

- ✓ 1.
- ✓ 2.
- ✓ 4.

**Exploring higher education indicators**

25 May 2020 | Report

This report explores the kind of education indicators used by external quality assurance agencies, funding mechanisms and international university rankings and whether they are fit for purpose.

- ✓ 1.
- ✓ 4.

**Student entrepreneurship: Learning for impact**

18 June 2020 | EUA and University of Antwerp focus group

University leaders from across Europe discussed university strategies and approaches towards student entrepreneurship in this online focus group. It offered presentations and open discussion.

- ✓ 4.

**Recognition of professional qualifications**

23 April 2020 | Briefing

This policy brief gives an update on aspects of the recognition of professional qualifications that are particularly relevant to European universities.

- ✓ 2.
- ✓ 3.

**European higher education in the Covid-19 crisis**

10 September 2020 | Briefing (originally published by IAU)

Analysing the impact of the Covid-19 crisis on higher education, this briefing examines the sudden shift to online learning, the impact on internationalisation and mobility, and the effects on research.

- ✓ 2.
- ✓ 4.

**Covid-19 and changes in learning and teaching**

11 June 2020 | EUA webinar

Due to the Covid-19 outbreak, universities across Europe adapted teaching and interaction, mostly by shifting online. This webinar examined changes in learning and teaching during the crisis.

- ✓ 2.
- ✓ 4.

**Covid-19 and changing policies for student assessment**

15 May 2020 | EUA and ESU webinar

This webinar focused on adapting assessment and examination policies in times of Covid-19. It offered practical examples and a reflection on student involvement, and what is fair and meaningful.

- ✓ 2.
- ✓ 4.

**Launch of new Erasmus+ co-funded projects 2020-2022**

**Supporting European universities in their strategic approaches to digital learning**

The DIGI-HE project explores different ways higher education institutions can boost their strategic approaches to digitally enhanced learning and teaching and enhance their capacity.

- ✓ 4.

**Spotlight on recognition**

This project supports staff responsible for recognition processes and decisions by enhancing their capacities in terms of recognition procedures in compliance with the Lisbon Recognition Convention. Notably, it launched the [Academic Recognition Hub](#).

- ✓ 4.

**Leadership and Organisation for Teaching and Learning at European Universities**

The LOTUS project aims to contribute to capacity building and strategic change management for learning and teaching at higher education institutions across Europe. The project includes a Leadership Development Programme.

- ✓ 4.

**In focus**

**EUA Learning & Teaching Thematic Peer Groups**

In 2020, the focus was on sustainability. The three dedicated groups worked on:

- \* Approaches in learning and teaching to promoting equity and inclusion
- \* Environmental sustainability of learning and teaching
- \* Meeting skills and employability demands

Their reports will feed into the 2021 European Learning & Teaching Forum.

## Universities and values

The missions and work of universities are underpinned by fundamental values, including academic freedom and autonomy, diversity and inclusion, and the participation of staff and students. In 2020, EUA focused its activities on defending academic freedom, mapping the situation of researchers at risk in Europe and supporting universities in developing strategies towards equity, diversity and inclusion. Notably, EUA served as a member of the Task Force on Fundamental Values in the context of the Bologna Follow Up Group, including the initiative to develop a framework to promote the monitoring and implementation of fundamental values in the EHEA.

The following are EUA's key contributions in this area:

### Researchers at Risk: Mapping Europe's Response

29 October 2020 | Report

This [Inspireurope](#) project report provides insight into the experiences of researchers at risk and identifies the support available in Europe, as well as gaps and opportunities for future support.

✓ 1. ✓ 2.

✓ 3. ✓ 4.

### European support for researchers at risk – launch of the Inspireurope mapping report

3 November 2020 | EUA webinar

In this webinar, senior representatives from higher education institutions and organisations discussed the findings of the report "[Researchers at Risk: Mapping Europe's Response](#)".

✓ 1. ✓ 2.

✓ 3. ✓ 4.

### Diversity and inclusion in European universities: which way forward?

3 March 2020 | INVITED project final conference – Brussels

Presenting the findings of the [INVITED report](#), this event showcased examples of institutional approaches towards diversity, equity and inclusion in learning, teaching, research and innovation.

✓ 1. ✓ 2.

✓ 3. ✓ 4.

### Academic freedom and university autonomy

EUA followed these issues very closely in 2020, in particular in countries where it has members. The Association provided support to threatened scholars and institutions and reacted to political and legislative developments affecting academic freedom and institutional autonomy. EUA worked with partners, such as Scholars at Risk and the Magna Charta Observatory, to promote the respect of these fundamental values.

✓ 1. ✓ 2.

✓ 3. ✓ 4.



## Strategic priorities

1. Effective Advocacy
2. Horizon Scanning
3. European Solidarity
4. Enabling Enhanced Performance

## Research and innovation

Promoting the pivotal role of universities in research and innovation is a central priority for EUA. In 2020, the Association paid close attention to scholarly publishing and how Open Science is changing the way research is produced, accessed and utilised. EUA actively supports universities in the transition to Open Science. Notably, it played a key role in shaping the European Open Science Cloud (EOSC) through its contributions as member of the EOSC Executive Board Working Group on Skills and Training. EUA also has an [Expert Group on Science 2.0/Open Science](#) as well as a [Group on Big Deals](#). All of EUA's policy work in research is supported by the [Research Policy Working Group](#).

The following are EUA's key contributions in this area:

### Read & Publish contracts in the context of a dynamic scholarly publishing system

15 July 2020 | Report (conducted by Technopolis)

The result of a study on Read & Publish contracts commissioned by EUA and 25 organisations, this report explores the potential implications of structural changes in the scholarly publishing system.

- ✓ 1.
- ✓ 2.
- ✓ 4.

### FAIR in European Higher Education

28 February 2020 | FAIRsFAIR Report

A groundbreaking survey undertaken by the [FAIRsFAIR](#) partners during the first year of the project, this report outlines the current research data management landscape in tertiary institutes across Europe.

- ✓ 2.
- ✓ 4.

### Building FAIR data policies and services within universities

8 December 2020 | EUA and FAIRsFAIR webinar

The FAIRsFAIR policy and service recommendations for research data management were at the heart of this event, as well as institutional good practices and the role of FAIR data within Horizon Europe.

- ✓ 2.
- ✓ 4.



## Strategic priorities

- 1. Effective Advocacy
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**University approaches to citizen science in the transition to Open Science**

9-10 December 2020 | EUA and OpenAIRE workshop

Participants at this EUA and OpenAIRE online workshop addressed challenges and opportunities, as well as how citizen science can benefit from and add to the transition to Open Science.

- ✓ 1.
- ✓ 2.
- ✓ 4.

**Universities and the European Innovation Council**

27 November 2020 | EUA webinar

EUA offered this webinar on universities and the European Innovation Council. It gave an introduction to the future purposes and functions of the EIC, as well as experiences from the past.

- ✓ 2.
- ✓ 4.

**Universities and open innovation**

8 October 2020 | EUA webinar

Focusing on open innovation and universities, this webinar offered examples from the university and the private sectors, as well as the European Commission’s perspective on ensuring further uptake.

- ✓ 2.
- ✓ 4.

**Universities and the European Open Science Cloud**

4 September 2020 | EUA webinar

Presenting the progress of the European Open Science Cloud, this webinar provided an occasion for the sector to discuss the initiative from a university perspective.

- ✓ 1. ✓ 2.
- ✓ 3. ✓ 4.

**Academic career assessment in the transition to Open Science**

3 July 2020 | EUA, CRUP and CRUE joint seminar

This seminar presented a comparative overview of European approaches to academic career assessment with emphasis on the challenges it poses for Portuguese and Spanish universities.

- ✓ 1.
- ✓ 3.
- ✓ 4.

**Academic Career Assessment in the Transition to Open Science**

18 - 20 May 2020 | EUA and Universities Norway webinar series

This three-part series replaced the planned 2020 workshop on the topic. It drew from current discussions offering a forward-looking debate with perspectives from across Europe and concerted approaches.

- ✓ 1.
- ✓ 3.
- ✓ 4.

**The European Union’s digital policies: what is the role of universities?**

19 March 2020 | EUA webinar

An overview of the European Union’s digital policies and how universities can benefit from them, this webinar gave examples of European initiatives and funding opportunities to further this agenda.

- ✓ 1.
- ✓ 2.
- ✓ 4.

**In focus**



**Fostering FAIR Data Practices in Europe**

Making data FAIR – findable, accessible, interoperable, reusable – is increasingly becoming the standard expectation for European research projects. The future of the EOSC will also rely on FAIR data. To make this happen, EUA is a core partner of the FAIRsFAIR project funded through Horizon 2020. It aims to supply practical solutions for the use of the [FAIR data principles](#) throughout the research data life cycle with emphasis on fostering FAIR data culture and the uptake of good practices.

## System benchmarking

The regulatory, financial and societal environments in which universities operate are changing at an increasingly fast pace. The comparative analysis of the frameworks in which universities operate across Europe offers important insights for their further development and revision. In 2020, EUA focused heavily on the economic impact of the Covid-19 crisis on Europe's different university systems. In the spring, it published an early analysis of the possible financial impact of the crisis, drawing lessons from the 2008 economic crisis that had long-lasting effects on the sector. This was followed by a special edition of the Public Funding Observatory.

### The following are EUA's key contributions in this area:

#### Public Funding Observatory 2020/2021: part 1

22 October 2020 | Report

A detailed picture of the immediate impact of the Covid-19 pandemic on university funding, this report offers key messages and recommendations to universities and policy makers.

✓ 1.

✓ 2.

#### The impact of the Covid-19 crisis on university funding in Europe

18 May 2020 | Briefing

In the context of the coronavirus pandemic, and its expected economic impact, this EUA briefing explores the possible implications for university funding in Europe in the short to medium term.

✓ 1.

✓ 2.

#### EUA Public Funding Observatory Report 2019/20

20 February 2020 | Report

Offering up-to-date information on 34 higher education systems in Europe, this EUA report is accompanied by [detailed country sheets](#) covering funding, inflation, and student and staff numbers.

✓ 1.

✓ 2.



## Strategic priorities

1. Effective Advocacy
2. Horizon Scanning
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# Leadership, governance and management

EUA is dedicated to supporting universities in their efforts to make successful decisions on the issues affecting them. The Association is developing a new series of activities to enable leaders and senior managers to successfully steer complex institutional transformation agendas. EUA has been exploring trends in governance in an evolving landscape, notably with the emergence of new forms of collaboration among universities in Europe. In 2020, and in light of the Covid-19 crisis, EUA fostered strategic discussions among university leaders and managers as well as national and European decision-makers.

The following are EUA's key contributions in this area:

### 2020 EUA Funding Forum

Leading and funding university transformation

21 - 22 September 2020 | Online conference

This event addressed timely issues, providing members with access to sessions on institutional crisis management and an exchange with European Commissioner Mariya Gabriel.

- ✓ 1. ✓ 2.
- ✓ 3. ✓ 4.

### Europe's Universities 2030: towards EUA's vision for the future

11 September 2020 | EUA Leadership Roundtable

To contribute to the development of the [EUA vision of Europe's universities in 2030](#), this online event brought together executive heads of EUA member universities to discuss universities of the future.

- ✓ 1. ✓ 2.
- ✓ 3. ✓ 4.

### Leadership in times of crisis

24 June 2020 | EUA Leadership Roundtable

This exclusive event was for executive heads of EUA members. Held online, it focused on leadership in times of crisis – focusing on the impact of the Covid-19 pandemic on universities.

- ✓ 1. ✓ 2.
- ✓ 3. ✓ 4.

### Innovative Leadership and Change Management in Higher Education

The NEWLEAD project aims to build the capacity of university leaders in steering change and in addressing new priorities on the institutional transformation agenda. Funded by Erasmus+, it runs from 2020-2023.

- ✓ 1. ✓ 2.
- ✓ 3. ✓ 4.



## Strategic priorities

1. Effective Advocacy
2. Horizon Scanning
3. European Solidarity
4. Enabling Enhanced Performance

EUA offers three special services in addition to membership.

## Strategic priorities

1. Effective Advocacy
2. Horizon Scanning
3. European Solidarity
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### Connect with EUA-CDE

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Sign up for the newsletter

## EUA Council for Doctoral Education

EUA launched the Council for Doctoral Education (EUA-CDE) in 2008 to work with its members to strengthen their doctoral research capacity. As an integral part of EUA, it is now the largest European network in this field, covering more than 260 universities and institutions working on issues related to doctoral education and research training in 36 countries. It is guided by the [EUA-CDE Steering Committee](#).

**In 2020, EUA-CDE reinforced its role as a leading voice in doctoral education in Europe. Its key contributions were:**

### 2020 EUA-CDE Thematic Workshop

Academic career development

January 2020 | Ivane Javakhishvili Tbilisi State University (Georgia)

This event focused on how universities can support doctoral candidates and postdoctoral researchers for careers in academia. It also presented results of the EUA-CDE Thematic Peer Group on career development and career tracking. In addition, EUA-CDE co-hosted a rectors' roundtable, bringing together members of the EUA-CDE Steering Committee with institutional leaders from several universities in Georgia.

- ✓ 2.
- ✓ 3.
- ✓ 4.

### Doctoral education and the coronavirus crisis

Online sessions for members

June 2020 | Online sessions

### The new balance. Insights from the online sessions

July 2020 | Report

These online sessions and resulting report addressed the implications of the Covid-19 crisis on doctoral education and how doctoral schools and similar structures are adapting in unprecedented circumstances.

- ✓ 3.
- ✓ 4.

### 2020 EUA-CDE Annual Meeting

Disciplines and interdisciplinarity in doctoral education

June 2020 | Webinar and online sessions

In light of the Covid-19 crisis, EUA-CDE replaced the 2020 EUA-CDE Annual Meeting with a series of online sessions and a webinar. They addressed the original topic of the event: the role of doctoral education within Europe's universities.

- ✓ 4.

### EUA-CDE Thematic Peer Group Report

Tracking the careers of doctorate holders

October 2020 | Report

This report reflects the outcomes of the work of the EUA-CDE Thematic Peer Group on "Career Development and Tracking in Doctoral Education". It presents the findings of the group's discussions on the importance of data collection on the multiple career destinations of doctorate holders.

- ✓ 1.
- ✓ 2.
- ✓ 4.

# Institutional Evaluation Programme

The Institutional Evaluation Programme (IEP) has served more than 430 higher education institutions in 49 countries. It aims to support higher education institutions and systems in developing their strategic leadership and capacity to manage change through voluntary institutional evaluations.

IEP is registered as an external quality assurance agency on the European Quality Assurance Register for Higher Education (EQAR). It is led by a dedicated [Steering Committee](#).

**In 2020, due to the Covid-19 crisis, IEP took a historic approach. It also developed a new strategy.**

IEP conducted site visits online for the first time, supporting institutions in challenging circumstances. It also carried out its first evaluations based on the online site visits. Given the success, the IEP Steering Committee endorsed guidelines for online evaluations and they continue to be carried out in this manner in 2021.

IEP also developed a new strategy:

## IEP strategic priorities 2020-2025

The aim is to maintain and enhance IEP's role in supporting higher education institutions and systems in their strategic leadership and capacity for change and to develop IEP as a robust and credible quality assurance agency.

✓ 4.

✓ 4.

✓ 4.

**IEP** INSTITUTIONAL  
EVALUATION  
PROGRAMME

[www.iep-qaa.org](http://www.iep-qaa.org)  
[info@iep-qaa.org](mailto:info@iep-qaa.org)

## 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

#iepqaa

# 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.

✓ 4.

**euasolutions**

[www.eua-solutions.org](http://www.eua-solutions.org)  
[info@eua-solutions.org](mailto:info@eua-solutions.org)

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

## The Presidency

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

The Presidency is comprised of the President and the two Vice-Presidents. Michael Murphy is the current President and Martine Rahier and Paul Boyle are the 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

The [EUA Board](#) is comprised of the President and eight members, including the two Vice-Presidents, all of whom are current or former rectors. The Board is responsible for the preparation and implementation of the Association's policy and the planning of its activities. In 2020, it met four times, mainly online due to the pandemic. The members are elected for four-year terms.

- ✦ Michael Murphy, EUA President, University College Cork (Ireland)
- ✦ Martine Rahier, University of Neuchâtel, (Switzerland)
- ✦ Paul Boyle, Swansea University (United Kingdom)
- ✦ Josep Garrell, University Ramon Llull (Spain)
- ✦ Patrick Lévy, University Grenoble-Alpes (France)
- ✦ Hana Machková, Prague University of Economics and Business (Czech Republic)
- ✦ Marcin Pałys, University of Warsaw (Poland)
- ✦ Mari Sundli Tveit, Norwegian University of Life Sciences (Norway)
- ✦ Francesco Ubertini, University of Bologna (Italy)



## The EUA Council

The [EUA Council](#) is comprised of the President, the members of the Board and the chairperson or nominated representative of each national rectors' conference. The Council meets to discuss and define EUA's priorities and to endorse various policy positions and statements. In 2020, it met two times, also mainly online due to the Covid-19 crisis.

## The EUA General Assembly

The EUA General Assembly is comprised of all full and associate members, although only full members are entitled to vote. The General Assembly determines the strategic direction of the Association. It also elects the president and Board. In April 2020, due to the exceptional circumstances presented by the Covid-19 pandemic, the 22nd EUA General Assembly took place online for the first time. It is traditionally held on the occasion of the EUA Annual Conference.

## The EUA Secretariat

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. Amanda Crowfoot is the Secretary General. She joined EUA in January 2020.

EUA collaborates with [working groups](#) and [steering committees](#) to guide its initiatives in specific areas where high-level expertise is needed.



## Universities building a better Europe

To support measures to contain the spread of the coronavirus, EUA hosted the 2020 Annual Conference online in April. Comprised of three webinars, it covered the original theme of the EUA Annual Conference: Universities building a better Europe. Participants included institutional leaders, higher education researchers and analysts, and representatives of other bodies involved in educational policy.

### Conference topics

Through a mix of special presentations and Q&A sessions, the 2020 EUA Annual Conference provided a platform to explore how universities are making a difference, how their impact can be maximised and how to give visibility to their key role in addressing broad challenges.

- ★ Strength in numbers - can university alliances change the game?
- ★ Promoting universities' societal engagement
- ★ Making a difference through partnerships

### Theme in focus

Universities play a crucial role in creating knowledge and fostering democratic and sustainable societies. Their impact on wellbeing and the development of a thriving, competitive Europe stems from educating future leaders, professionals, researchers and citizens. It equally comes from curiosity-driven research aimed at identifying and meeting the broad challenges we all face and outreach to local and global industry and governments to foster much-needed innovation. Yet demonstrating and communicating universities' impact at the societal level is a challenge in itself. Universities need strong leadership, a focused strategic approach, and coordinated efforts across Europe and beyond.

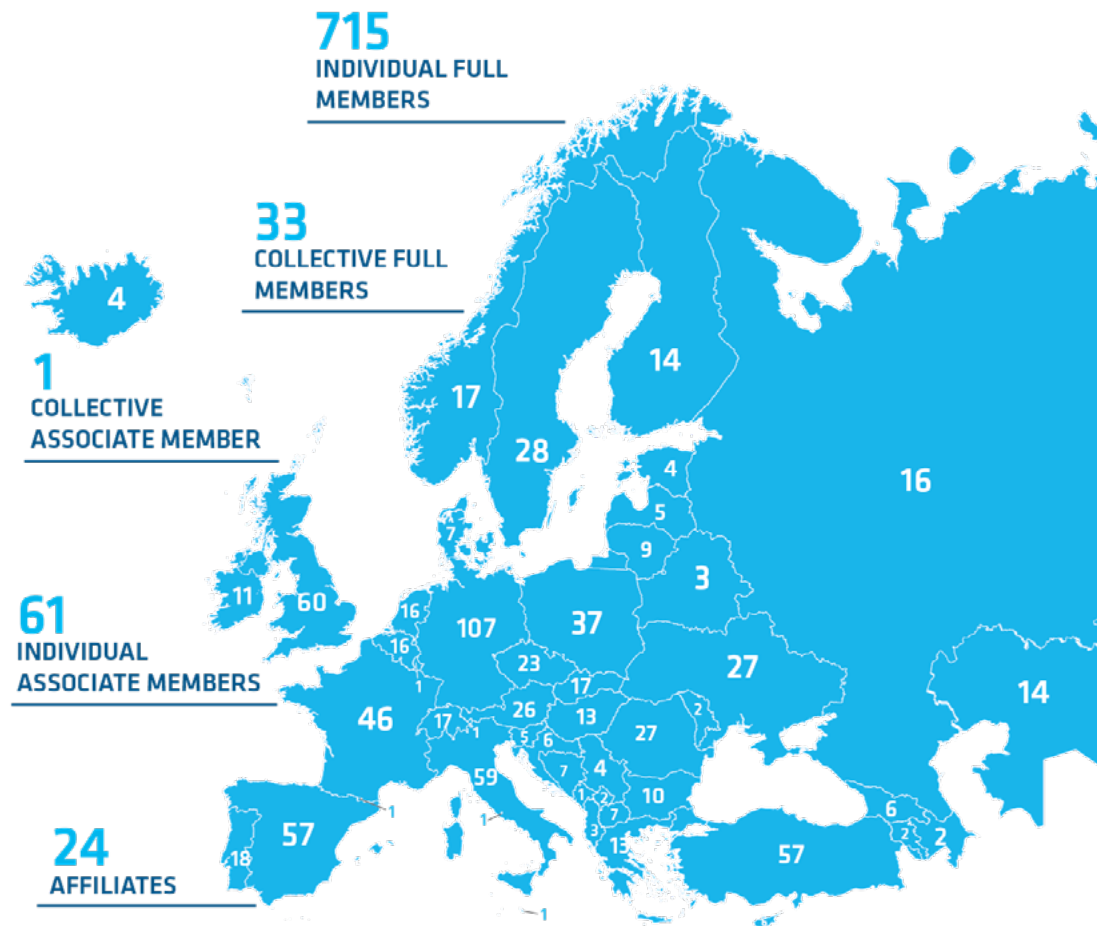


## New members

In 2020, EUA welcomed 22 new members and reached a total of 834 members in 48 European countries. EUA members have access to unique opportunities to participate in projects, events and other mutual-learning activities. They also work with EUA to shape European policies and initiatives affecting higher education and research.

## Joined in 2020

- European University Viadrina Frankfurt (Oder), Germany
- Jaume I University, Spain
- Nyenrode Business University, Netherlands
- Ozyegin University, Turkey
- University of Foggia, Italy
- University of Ss. Cyril and Methodius in Trnava, Slovakia
- 1 Decembrie 1918 University of Alba Iulia, Romania
- Bern University of Applied Sciences, Switzerland
- CY Cergy Paris University, France
- Danube University Krems, Austria
- International University of La Rioja, Spain
- Kharkiv National Agrarian University, Ukraine
- Klaipeda University, Lithuania
- mdw - University of Music and Performing Arts Vienna, Austria
- PSL University, France
- RCSI University of Medicine and Health Sciences, Ireland
- Sofia University, Bulgaria
- Suor Orsola Benincasa University, Italy
- University of Dundee, United Kingdom
- University of the Peloponnese, Greece
- University of West Attica, Greece
- Royal Swedish Academy of Engineering Sciences, Sweden



## EUA members

- \* Share expertise
- \* Contribute to Europe-wide studies
- \* Participate in peer learning and events
- \* Influence policy decisions

## Types of members

### ★ 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.



## 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. EUA takes into account the economic strength of the country and the number of students enrolled at the institution when calculating member fees. Thus, joining EUA is affordable for universities in different countries and of different sizes.

For more information, write to:

[membership@eua.eu](mailto:membership@eua.eu)



## Websites .....



- \* www.eua.eu
- \* 1,7 million pageviews (70% increase)

**1.7+ million pageviews**

## Newsletters .....



- \* 5 newsletters
- \* 23,700+ subscribers (39% increase)

**23.7K+ subscribers**

## Publications .....



- \* 38 publications
- \* 26,000+ downloads (18% increase)

**26K+ downloads**

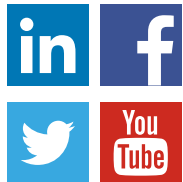
## Press .....



- \* 1,000+ mentions
- \* 25 EUA-signed editorials published in the press (92% increase)

**1000+ mentions**

## Social Media .....



- \* 5 channels
- \* 28,900+ followers (32% increase)

**28.9K+ followers**

## Videos .....



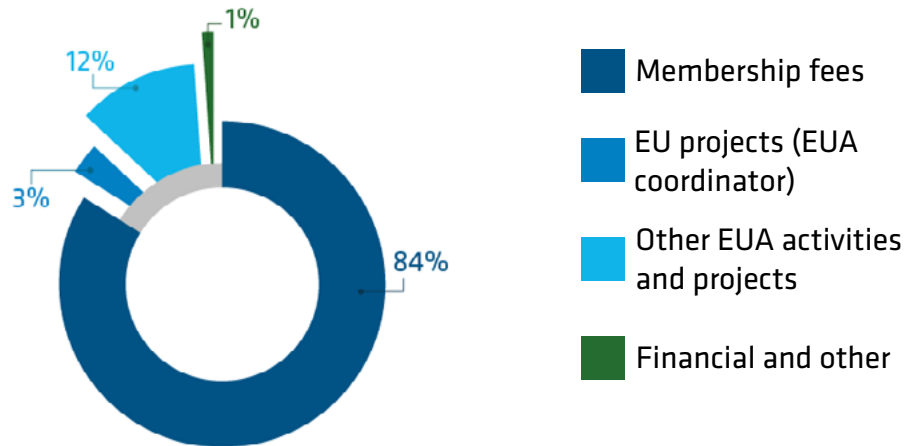
- \* 61 videos
- \* 28,500+ views (141% increase)

**28.5K+ views**

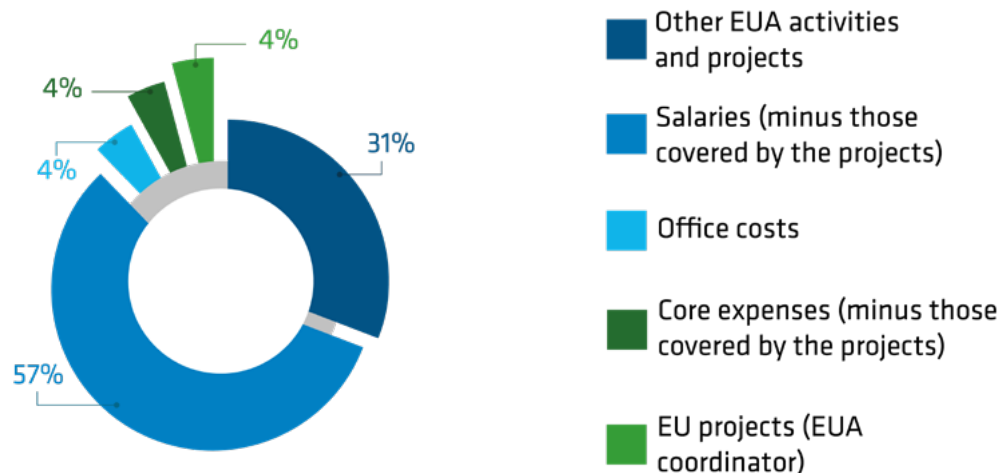


EUA is funded by its wide membership, as well as by projects and other activities. The Association's income in 2020 was more than 4.9 million euros. EUA sustained its work with these funds, including the many events, publications and projects cited in this report. It also covered the expenses related to EUA's offices and its more than forty-person strong staff.

## EUA funding sources in 2020



## EUA expenditures in 2020



## 2020 in numbers .....



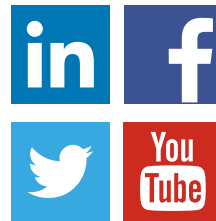
- \* 38 publications
- \* 45 online event sessions
- \* 52 Expert Voices articles
- \* 3 presential events
- \* 18 projects

## Where to search ...



- \* EUA Events
- \* EUA Publications
- \* Expert Voices
- \* EUA Projects

## Where to follow ...



## Where we are .....



<p>Avenue de l'Yser 24 1040 Brussels Belgium +32 (0) 2 230 55 44</p>	<p>Rue du Rhône 114 Case postale 3174 1211 Geneva 3, Switzerland +41 22 552 02 94</p>
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2020

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 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](http://www.eua.eu)

