eua EUROPEAN UNIVERSITY ASSOCIATION

2023

Annual Report
The Voice of Europe's Universities

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European University Association

The European University Association (EUA) is the collective voice of the universities of Europe, institutions that have shaped our world for a millennium. For over two decades, EUA has played a key role in building university communities across the whole of Europe and creating a coherent system for European higher education and research.

The next chapter

With the election of a new President and Board, 2023 was a year of renewal and reflection for EUA. Indeed, following the Association's General Assembly in April, the Board, Council and Secretariat embarked on a review of EUA's Strategic Plan, to take stock of the Association's achievements thus far this decade, plan for the future, and thereby build on what has been achieved during the tenure of former President Michael Murphy. This year also saw the approval of a revised set of statutes for EUA, following an extensive revision exercise overseen by the Statutes Review Group. These new legal documents will ensure that the Association has the governance and organisational structures in place to continue representing and serving its members effectively in the years to come.

PRIORITY 1

Effective Advocacy

Impact on public policy

PRIORITY 2

Horizon Scanning

Alert, responsive, resilient

PRIORITY 3

European Solidarity

A fundamental value

PRIORITY 4

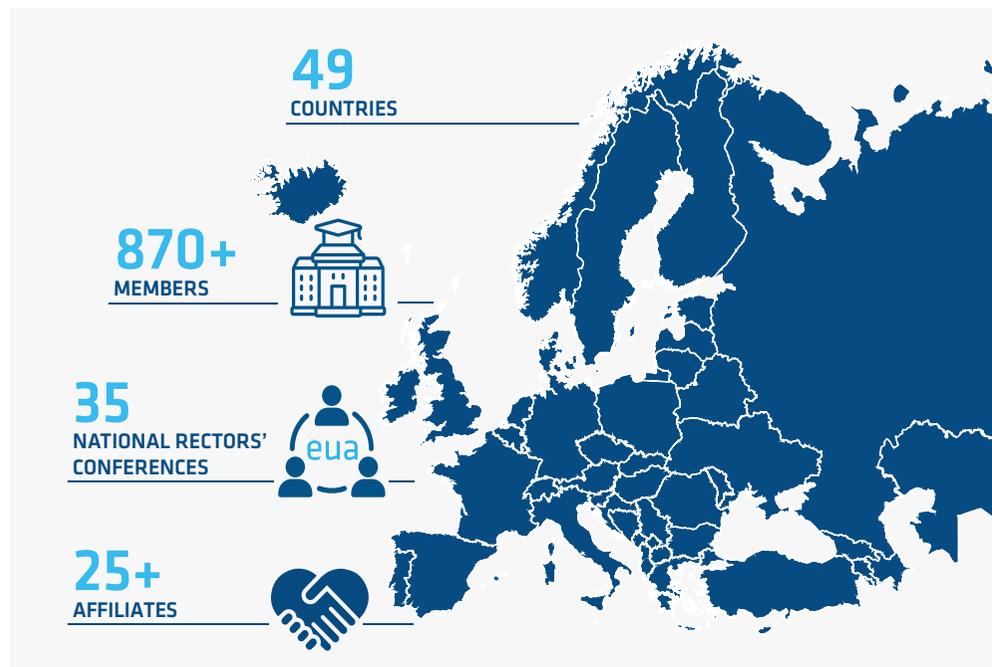**Enabling Enhanced Performance**

Excellence in all endeavours

> "We need to go beyond our sector, to play our part in promoting human rights, democratic values and European solidarity, and to shape a fair and sustainable future for humankind."
>
> Josep M. Garrell,
> EUA President

Driving change

With European elections approaching in 2024, this year was also focused on preparations for the next mandate of the EU's institutions, which will be pivotal to the future of Europe and its university sector. Throughout 2023, EUA's Universities and the future of Europe (UniFE) project engaged in wide-ranging discussions on the future of Europe and our sector's place within it. Inspired by futures thinking and strategic foresight methodologies, the UniFE project explored likely influences on university cooperation for Europe's universities in the next decade.

Still looking forward to the coming years, in 2023 EUA also published dedicated agendas on university research and innovation, laying out the Association's priorities and planned actions in these key areas. New expert groups, drawn from EUA's diverse membership across Europe, also got to work on formulating the Association's position on the EU's next Research and Innovation Framework Programme, as well as guiding our work in increasingly prevalent areas such as digital transformation and academic careers.

49
COUNTRIES

870+
MEMBERS

35
NATIONAL RECTORS'
CONFERENCES

25+
AFFILIATES

"

"EUA's activities focus not just on supporting its members to respond to current challenges and optimise their capacity and impact, but also looking to the future – influencing public policy as the voice of Europe's universities, and driving change for the sector and society."

Amanda Crowfoot,
EUA Secretary General

Four seasons at EUA

Each year, EUA events are where Europe's higher education and research community meet, discuss major topics and share ideas. In 2023, in addition to regular in-person events, online workshops and webinars, the Association's members and partners gathered at four major conferences, each hosted on-campus by one of our member universities.

2023 European Learning & Teaching Forum

Connecting people, spaces and realities

2-3 February | Bilbao, Spain

What can higher education institutions do to foster meaningful connections and collaboration within and across institutions, and with society, with a view to supporting successful learning and teaching? This key question was explored at the 2023 European Learning & Teaching Forum, hosted by the University of Deusto, while participants also considered the enhanced range of opportunities that blended, flexible and collaborative learning and teaching practices offer, as well as how they relate to student and staff wellbeing.

2023 EUA Annual Conference

We need to talk about impact

20-21 April | Gdańsk, Poland

Universities have a profound impact on individuals and societies, as well as the policies that govern both. In 2023, EUA's Annual Conference at Gdańsk University of Technology looked into how universities impact different communities and shape critical public policies. Exploring the various facets of universities' impact, the conference covered issues as diverse as rankings, excellence and the quest for quality, greening and sustainability, innovation and supporting endangered scholars and higher education systems, as well as the role of university leadership in delivering on various forms of impact.

2023 EUA-CDE Annual Meeting

Engaged research - the role of communication in doctoral education
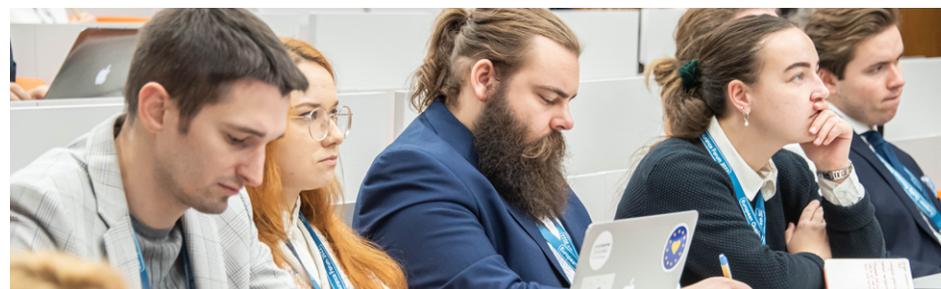
14-16 June | Lahti, Finland

Focusing on the different dimensions of communication in doctoral education, the EUA Council for Doctoral Education's Annual Meeting, hosted by Lappeenranta-Lahti University of Technology and the University of Helsinki, addressed how to develop comprehensive approaches to including communication in doctoral education strategy and practices. As such, participants discussed communication both as an integral part of the doctoral candidate's journey and as a critical part of the daily activities of doctoral schools and programmes.

2023 European Quality Assurance Forum

Internationalisation in a changing world

23-25 November | Aveiro, Portugal

Internationalisation brings both opportunities and challenges for quality assurance (QA). Therefore, EQAF 2023, jointly organised with the European Association for Quality Assurance in Higher Education (ENQA), the European Students' Union (ESU) and the European Association of Institutions in Higher Education (EURASHE) at the University of Aveiro, explored QA policies and practices that support new forms of internationalisation, addressing how QA can promote the long-term sustainability of transnational mobility and cooperation. Participants also considered whether or not the current European Standards and Guidelines and other European tools are fit for the future, and how the European framework can connect and compare with QA outside the EHEA.

University autonomy

Autonomy remains a necessary condition to enhance higher education institutions' ability to fulfil their core missions. Furthermore, the growing complexity of political and societal debates about university autonomy makes it all the more necessary to look at the issue through the widest possible lens.

Organisational autonomy
covering academic and administrative structures, leadership and governance

Financial autonomy
covering the ability to raise funds, own buildings, borrow money and set tuition fees

Staffing autonomy
including the ability to recruit independently, promote and develop academic and non-academic staff

Academic autonomy
including study fields, student numbers, student selection as well as the structure and content of degrees

Key autonomy trends across Europe

Greater role for university boards and more frequent involvement of external members

Consolidation of the higher education landscape

Persistent underfunding challenge

Tensions around campus real estate

Constrained internationalisation in an increasingly tense geopolitical context

Multiplication of steering instruments

In March 2023, EUA released the latest edition of its flagship series in this key area. University Autonomy in Europe IV: The Scorecard 2023 provides an in-depth analysis of university autonomy in Europe by collecting, comparing and weighting data on university autonomy in 35 higher education systems across the continent.

With findings across four dimensions of university autonomy – organisational, financial, staffing, academic – the Scorecard supports an evidence-based dialogue on this topic. This allows concrete benchmarking of national regulatory frameworks as well as the exchange of good practices. For the first time, the 2023 update also included a chapter on provisions for academic freedom in national legislation.

Building on the scores given in each dimension, the report identifies several notable trends across the 35 systems analysed. Beyond describing the evolutions in the different dimensions of autonomy, the report notably sheds light on the more complex interplay between the notions of autonomy and accountability.

The phenomenon is linked to the greater speed of public affairs and reactiveness of debates in the public sphere, often leading public authorities to seek 'faster' routes to results and impact via targeted interventions that tend to impact institutional autonomy.

Three higher education systems (Georgia, Romania, Scotland) feature in this edition for the first time, alongside four returning systems (Cyprus, Czechia, Greece, Türkiye). This extended coverage enables better comparability as well as the possibility of drawing more comprehensive Europe-wide conclusions. Hungary is the object of a complementary analysis.

Following the publication of the main report, country profiles were published in October and December, further delving into in-depth system analyses, offering insights into recent developments and presenting the sector's perspective in individual systems.

Advocacy

EU policy priorities

EUA is an established actor in informing and influencing European Union policies on higher education, research and innovation. In 2023, the Association paid close attention to the EU's overarching ambitions, as well as a wide range of topics and programmes central to the interests of universities, including the European Green Deal, Erasmus+, the European Universities Initiative and Horizon Europe. In addition, a year-long project – 'Universities and the future of Europe' (UniFE) – engaged in an in-depth consultation process with EUA's membership to inform the Association's engagement around the European elections in 2024 and overall approach to European policy making in the years to come.

Strategic priorities

Throughout 2023, EUA worked to serve Europe's universities through activities dedicated to fulfilling the four priorities outlined in the Association's Strategic Plan:

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

EUA's key contributions:

EUA kicks off new project on 'Universities and the future of Europe'
16 February | News
With the launch of the UniFE project, EUA began an in-depth consultation process with its membership to develop concrete ideas about what Europe's universities want from future European cooperation.

☑ 1.
☑ 2.
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The past, present and future of the European Research & Innovation Framework programmes 2014-2027
27 February | News
In response to a European Commission consultation, EUA outlined a series of recommendations aiming to improve Horizon Europe and contribute to the design of the programme that will succeed it.

☑ 2.
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European Universities Initiative: Towards a holistic approach for assessing progress
21 March | Policy input
This policy input highlighted the need for a holistic approach when assessing the progress of the European Universities Initiative, as well as external barriers and challenges that hamper universities in deepening transnational cooperation.

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Virtual worlds: investment and inclusive governance needed in development of virtual and augmented reality
3 May | News
In its input to a European Commission public consultation on emerging virtual worlds (e.g. metaverses), EUA highlighted that universities are important users, as well as creators, of virtual and augmented reality technologies.

☑ 1.
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EU Data Act must promote fair access for data for research purposes
8 May | News
EUA, alongside several fellow associations that represent universities and university libraries, called for the EU's co-legislators to ensure that Data Act proposals ensure fair access to data for research purposes.

☑ 1.
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Universities and the future(s) of Europe: from foresight to insight to action
22-23 May | Workshop
As part of the UniFE project, this workshop gathered leadership from EUA members to a two-day retreat with structured, interactive discussions, using futures thinking and strategic foresight methodologies, about the future of Europe and its universities.

☑ 1.
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Open Science: stakeholders welcome European efforts towards publicly owned and not-for-profit scholarly communication

23 May | News

Representative organisations of the public research and innovation sector, including EUA, welcomed the adoption of Council conclusions on high-quality, transparent, open, trustworthy, and equitable scholarly publishing.

☑ 1.

Erasmus+ mid-term review: the first results from EUA's survey

28 June | Webinar

During this webinar, EUA presented initial findings from its survey on Erasmus+, notably addressing programme management and priorities, as well as input received from programme and partner countries.

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Erasmus+ mid-term review: university and student perspectives on mobility

14 September | Webinar

Co-organised with the Erasmus Student Network (ESN), this event discussed how higher education institutions and students perceive student mobility opportunities within the current Erasmus+ programme.

☑ 1.

☑ 4.

A Green Deal roadmap for universities

18 October | Report

☑ 1. ☑ 2. ☑ 3. ☑ 4.

Building on the success of Erasmus+

15 November | Policy input

Grounded in EUA's longstanding engagement with and monitoring of Erasmus+, as well as consultations with members, the Association published a set of recommendations for the interim evaluation of the programme (2021-2027).

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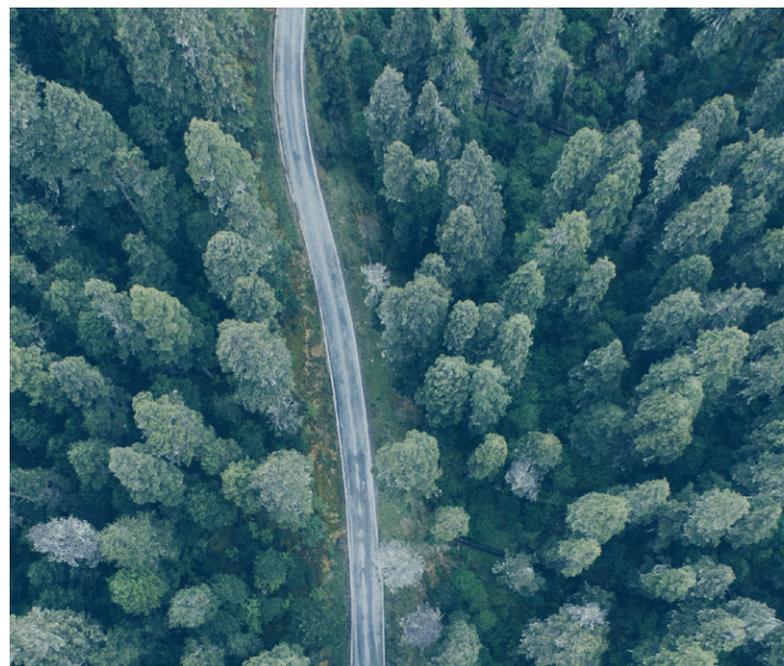## The European Green Deal and universities: a roadmap for the sector

4 December | Webinar

Following the release of EUA's Green Deal roadmap, this webinar further discussed the processes and interventions which can boost universities' impact and visibility in pursuing a climate-neutral, environmentally sustainable and socially equitable Europe.

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In focus

A Green Deal roadmap for universities

The European Green Deal provides a policy framework to integrate the scientific, educational and institutional dimensions of universities' contribution to the green transition. To this end, EUA published 'A Green Deal roadmap for universities' in October, informed by the work of a dedicated task-and-finish group.

The roadmap outlines how universities can contribute to a climate-neutral, environmentally sustainable and socially equitable Europe. Universities are in a unique place to achieve this, bringing together researchers, innovators, public and private sectors, as well as their surrounding communities. Leveraging these assets effectively also requires transformative action within our sector, which the roadmap outlines under four overarching areas: 1) Research & innovation; 2) Education & students; 3) Staff & operations; 4) Public engagement & societal impact.

European policy processes and the global context

EUA actively contributes to the development of the European Higher Education Area (EHEA) – through active participation in the Bologna Process – as well as the EU's European Education Area (EEA) and European Research Area (ERA). Further afield, the Association regularly participates in dialogue and cooperation initiatives with international partner organisations, including through the Global University Associations Forum (GUAF). In 2023, supporting university communities in Ukraine, including EUA's growing membership in the country, was again to the fore of the Association's activities.

Strategic priorities

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

EUA's key contributions:

BWSE FOR2030 peer-learning activities
February to June | Event series
As part of the 'Bologna with Stakeholders Eyes for an Innovative, Inclusive and Interconnected EHEA by 2030' (BWSE FOR2030) project coordinated by the European Students' Union (ESU), EUA organised a series of three peer-learning activities:
Towards an inclusive EHEA by 2030 - 16-17 February, The Hague, the Netherlands
Towards an innovative EHEA by 2030 – 20-21 April, Zagreb, Croatia
Towards an interconnected EHEA by 2030 – 23 June, online

☑ 1.

EUA outlines university perspective on defending democracy
13 April | News
EUA urged the European Commission to be mindful of not letting the notion of protection stand in the way of dialogue between a multitude of actors, both within European societies and globally.

☑ 1.

Introducing MSCA4Ukraine Fellows
June – December 2023 | Video series
As part of the MSCA4Ukraine fellowship programme, EUA recorded a series of video interviews highlighting the impact of the programme on displaced Ukrainian researchers' careers and lives.

☑ 3.

Career opportunities for researchers at risk
8 June | Webinar
The second of an Inspireurope+ webinar series, this event offered inspiration for host institutions on how to support researchers at risk in making the most out of their fellowships, and thereby overcome challenges and navigate career development during a temporary position.

☑ 3.
☑ 4.

Supporting the Ukrainian university sector
6 July | Report
EUA published recommendations, addressed to governments, donors, universities and others, focused on sustaining Ukrainian universities and enabling them to continue their research and teaching activities.

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Universities highlight sector's importance to EU partnership with Latin America and the Caribbean
14 July | News
EUA and the Latin American and Caribbean Space for Higher Education (ENLACES) published a joint statement ahead of a summit between the two regions' leaders.

☑ 1.

Going beyond the 20% mobility benchmark

4 September | Briefing

This briefing examines progress towards the mobility target that has been set in the Bologna Process context. Several ways forward are proposed – including how to improve students' international experience and 'virtual mobility'.

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EUA meets with global counterparts in Bangkok

4-5 September | News

The Global University Associations Forum (GUAF) held its 2nd annual meeting in Bangkok, Thailand, with discussions focusing on virtual student exchanges, the UNESCO Global Recognition Convention and greening and sustainable development.

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EUA and UUK celebrate UK association to the Horizon Europe and Copernicus programmes

7 September | News

The European university community welcomed the deal for the UK to become an Associated Country to the Horizon Europe programme.

☑ 1.
☑ 3.

Strengthening the Ukrainian higher education and research sector: the role of displaced Ukrainian researchers

19 September | Webinar

This webinar showcased the MSCA4Ukraine fellowship scheme's work to allow Ukrainian researchers to continue their academic research in European host institutions and maintain their connections to their home institutions and the sector in Ukraine.

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Measuring and enhancing student mobilities

12 December | Webinar

The first of a new series of webinars dedicated to the Bologna Process, this event provided insights into the evolving role of mobility has played in the European Higher Education Area.

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☑ 4.

In focus

Supporting the Ukrainian university sector

A well established, internationally connected higher education and research sector is of vital importance for the overall resilience of Ukraine and its ability to reconstruct and reform. In July, EUA published a set of recommendations, based on the work of its Ukraine Task Force, outlining how wartime support for Ukrainian higher education and research must shift from emergency relief to more sustainable and long-term support measures.

EUA is also a partner in the MSCA4Ukraine project. Funded under the EU's Marie Skłodowska-Curie Actions/Horizon Europe and led by Scholars at Risk Europe, the scheme supports 124 researchers in 21 host countries. For students from Ukraine and beyond, EUA will continue to advocate for the establishment of a dedicated programme for students with a refugee(-like) background as part of Erasmus+.

Higher education

Establishing a European dimension in higher education learning and teaching is at the heart of many EUA initiatives – as is enhancing the quality and relevance of higher education provision. Guided by EUA's Learning & Teaching Steering Committee, the Association underlines the importance of learning and teaching as a core mission of universities, student learning and success and the recognition of teaching as a central part of the academic profession. In 2023, the impact of new digital technologies was central to debates about the future of higher education, and indeed, many of EUA's L&T activities (learn more in the *Digital transition* section below).

Moreover, as a leading voice on quality assurance, EUA maintains dialogue with policy makers and other key stakeholder organisations, specifically its partners in the E4 group (ENQA, ESU and EURASHE), and supports the operations of the European Quality Assurance Register for Higher Education.

EUA's key contributions:

Recognition of professional qualifications
17 January | Briefing
At the start of 2023, the European Year of Skills, this briefing reported on recent developments affecting Europe's professional and academic recognition regimes.

☑ 2.

☑ 4.

2023 European Learning & Teaching Forum
Connecting people, spaces and realities
2-3 February 2023 | Event

The 2023 Forum explored how to foster meaningful connections and collaboration within and across institutions, and with society.

☑ 3.

☑ 4.

Learning & Teaching Paper #20
Needs and wellbeing of students and staff: Thematic Peer Group Report
17 March | Report

Outlining the findings of a Learning & Teaching Thematic Peer Group, this publication outlines aspects of a higher education institution's activities that influence individual wellbeing.

☑ 4.

Strategic priorities

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

Learning & Teaching Paper #19
Digitally competent teachers: Thematic Peer Group report
17 March | Report

This report looks into ways to develop digital competences for teachers, through a holistic approach that integrates a vision for innovation, organisational culture(s), leadership roles, strategy, policy and implementation.

☑ 4.

Learning & Teaching Paper #18
Collaborative teaching practice: Thematic Peer Group report
17 March | Report

Summarising the findings of a 2022 EUA Thematic Peer Group, this report identifies the various ways in which institutions collaborate as part of their learning and teaching activities, including through the use of digital technologies.

☑ 4.

EUA responds to public consultation on the European Qualifications Framework for Lifelong Learning
24 March | News

In response to the European Commission's public consultation to evaluate the European Qualifications Framework for Lifelong Learning (EQF), EUA developed a set of recommendations on the future development of qualifications frameworks.

☑ 1.

Quality Assurance Fit for the Future
14 July 2023 | Report

This paper presents the results of the first phase of the Quality Assurance Fit for the Future (QA-FIT) project's work on the state of play of QA in the EHEA and the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

☑ 2.

☑ 4.

Quality assurance fit for the future - Needs and expectations of higher education institutions
18 September 2023 | Webinar

This webinar presented main findings from the QA-FIT project and provided some comparison with the findings of reports covering other stakeholder groups."

☑ 2.

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Key considerations for the use of rankings by higher education institutions
17 October | Briefing

With the publication of a set of guiding considerations, EUA sought to encourage reflection on some of the potential pitfalls of global university rankings and provide the Association's members with guidance on their responsible use.

☑ 2.

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HigherEd in Practice
October to December | Podcast series

In EUA's first podcast series, episodes presented selected practices in teacher training and teaching enhancement, wellbeing, pedagogies and societally engaged collaborative initiatives.

☑ 2.

☑ 4.

2023 European Quality Assurance Forum
Internationalisation in a changing world. New trends and challenges for QA
23-25 November 2023 | Event

EQAF 2023 addressed the impact of international cooperation on quality assurance, and the internationalisation of quality assurance itself.

☑ 4.

Digital transition

The influence of the digital transition is being felt across large swathes of society, not least in universities. EUA's holistic approach to the digital transition of universities involves looking at the cultural and institutional changes that will allow universities to use digital technologies to enhance their activities and missions, while keeping control of their digital choices, tools and data and promoting university values. Therefore, throughout 2023 EUA pursued a digital transition work programme guided by a Digital Transformation Steering Committee and Advisory Board.

In addition, EUA supports its members in their ongoing strategic development, notably to develop a 'high-performance digital education ecosystem', including through the DIGI-HE project, which explored strategic approaches to digitally enhanced learning and teaching.

EUA's key contributions:

Digitally enhanced learning and teaching in higher education: Enabling factors for success

23 January | Event

The final conference of DIGI-HE explored the project key findings and further questions – including success factors for digitally enhanced learning and teaching, and the enabling role of European, national and institutional policies.

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Artificial intelligence tools and their responsible use in higher education learning and teaching

14 February | Position

Responding to the widespread concern and debate provoked by the arrival of ChatGPT and similar artificial intelligence (AI) tools, EUA's Learning & Teaching Steering Committee shared key considerations for European universities.

☑ 2.

☑ 4.

Strategic priorities

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

Looking Inside Digital Higher Education: Launch of self-assessment guide for institutions

14 February | Webinar

This webinar presented a massive online open course, developed by Dublin City University as part of the DIGI-HE project, that aims to help educators develop strategic institutional responses to the changing digital learning landscape.

☑ 4.

Institutional strategies for digital transformation

10 March | Workshop

Participants met in Thessaloniki, Greece, to share practices and exchange experiences regarding the digital transformation of universities.

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☑ 4.

Virtual worlds: investment and inclusive governance needed in development of virtual and augmented reality

3 May | News

(*See EU policy priorities above.*)

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☑ 4.

EU Data Act must promote fair access for data for research purposes

8 May | News

(*See EU policy priorities above.*)

☑ 1.
☑ 4.

The future of digitally enhanced learning and teaching in European higher education institutions

17 May | Report

The final report from the DIGI-HE project summarised the project's main results, insights and open questions on digitally enhanced learning and teaching (DELT).

☑ 2.
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The future of the digital transformation in universities – trends and responses

17 May | Workshop

During an online workshop, participants discussed trends and imagined different futures for the digital transformation of universities.

☑ 2.
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☑ 4.

Beyond ChatGPT – what next for generative AI in higher education?

23 June | Webinar

Co-organised with the European League of Institutes of the Arts, this webinar showcased cases of integrating generative artificial intelligence at universities and art schools.

☑ 2.
☑ 4.

Artificial intelligence in science – emerging policies and practical use cases

18 December | Webinar

Speakers presented the possibilities and policies for using artificial intelligence in science, with a case study from the field of radio astronomy and presentations from the OECD and the European Commission.

☑ 1.
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☑ 4.

In focus
Supporting European universities in their strategic approaches to digital learning

2023 saw the launch of the final outcomes from the Erasmus+ funded DIGI-HE project, delivered through events, publications and online resources.

DIGI-HE explored different ways that higher education institutions can boost their strategic approaches to digitally enhanced learning and teaching and enhance their capacity, a task made ever more pertinent by the Covid-19 pandemic and its aftermath. It did so by encouraging reflection on institutional strategy development and enhancement, good practice sharing and peer learning among university leadership, and community building.

Research and innovation

EUA actively promotes the pivotal role of universities in research and innovation and supports universities in the transition to Open Science. 2023 saw notable work on research careers and assessment, scholarly communication, research ethics and the European Research Area. EUA's activities in this area are guided by the Research and Innovation Strategy Group, as well as respective Expert Groups on Open Science and Innovation, with the publication in 2023 of dedicated agendas outlining the Association's priorities and actions on innovation and university R&I in the coming years.

Strategic priorities

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

EUA's key contributions:

The EUA Innovation Agenda 2026
7 February | Position
This Agenda outlines thematic priorities and key objectives for the university sector as a whole and for EUA specifically, taking into account the diversity of profiles and innovation activities among its membership and European universities at large.

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EUA and CESAER call for more balanced funding within Horizon Europe clusters
22 February | News
EUA and CESAER expressed their shared concern about the unbalanced share of funding for research projects within the Horizon Europe clusters under the programme's second pillar in comparison to projects further along in their development and implementation phases.

✓ 1.
✓ 2.
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✓ 4.

The past, present and future of the European Research & Innovation Framework programmes 2014-2027
27 February | News
(*See EU policy priorities above.*)

✓ 2.
✓ 3.
✓ 4.

Advancing gender equality through better research assessment
10 March | Video series
To mark International Women's Day 2023, EUA invited leaders from its member universities to share their thoughts and experiences on how a reformed research assessment system can enhance gender equality practices at institutional level.

✓ 2.
✓ 3.
✓ 4.

Open Science: stakeholders welcome European efforts towards publicly owned and not-for-profit scholarly communication
23 May | News
(*See EU policy priorities above.*)

✓ 1.

Institutional approaches to research ethics and integrity: let's talk about new technologies
31 May | Workshop
As part of the iRECS project, this workshop addressed institutional approaches to research ethics and integrity, as university leaders reflected on the need to embrace change and make use of technological developments to tackle emerging challenges.

✓ 2.
✓ 3.
✓ 4.

European Innovation Council's intellectual property rules must not impede successful knowledge valorisation
27 June | News
Alongside fellow European higher education and research stakeholders, EUA reacted to a statement from the Board of the European Innovation Council (EIC) on the Intellectual Property (IP) rules applicable to EIC Pathfinder and Transition projects.

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EUA webinar series – A new ERA for universities

September to December | Webinar series

EUA launched a series of webinars to demystify the new European Research Area (ERA) for the Association's members, taking stock of the progress made in the first ERA Policy Agenda and emphasising the importance of ERA for universities.

ERA 101, an introduction to the new European Research Area - 22 September

The European Research Area & research careers: Action 4 - 17 October

The European Research Area & universities: Action 13 - 16 November

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New CoARA Working Group on Reforming Academic Career Assessment starts work

9 November | News

In 2023, an EUA-led Working Group on Reforming Academic Career Assessment within the Coalition for Advancing Research Assessment started a two-year work programme.

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New Technologies and Training Needs for Research Ethics Committees

13 November | Focus group

During this iRECS project focus group, EUA gathered feedback from university actors on how to address ethical challenges in new technologies, in terms of training needs for research ethics committees.

☑ 2.
☑ 3.
☑ 4.

Universities welcome European framework to attract and retain research, innovation and entrepreneurial talents

15 November | News

In a joint statement, EUA and four fellow associations commended the much-needed attention given to research careers in a European Commission proposal for a Council Recommendation on a European framework to attract and retain talents in Europe.

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EUA Research & Innovation Agenda 2027 - Seizing the moment, driving the change

7 December | Position

☑ 1.   ☑ 2.
☑ 3.   ☑ 4.

Institutional approaches to Rights Retention

14 December | Webinar

This webinar investigated institutional approaches towards intellectual property rights retention, and their role in reclaiming academic ownership of scholarly communication and publishing.

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☑ 4.

In focus
Seizing the moment and driving the change for university R&I

University R&I, and its synergies with education and service to society, is the premier gateway to the knowledge and skills needed for scientific progress and sustainable societal development. With vital discussions underway regarding funding frameworks, regulations, careers and infrastructures, in December EUA published its 'EUA Research & Innovation Agenda 2027', a catalyst for strategic reflection in the sector and mobilisation of universities as they navigate and shape the R&I landscape in the coming years.

The Agenda promotes a wide-ranging enhancement and closer integration of universities' capacities as leading R&I actors built around three priorities for the Association: Amplifying the societal impact of university R&I; Cultivating robust, diverse and collaborative R&I culture(s); and Championing a well-designed and sustainable R&I system.

System benchmarking, leadership, governance and management

As universities operate against diverse and rapidly changing regulatory, financial and societal backdrops, important insights can be gained through the comparative analysis of different frameworks across Europe. In 2023, EUA published the latest edition of its Autonomy Scorecard.

Closely interlinked with EUA's work on autonomy and governance are the Association's efforts to support universities in developing the capacity to make the best possible decisions. Following the successful conclusion of the NEWLEAD project, EUA announced plans to design a leadership development programme for European university leaders.

EUA's key contributions:

EUA Board urges Hungarian government to address autonomy concerns to ensure universities' access to EU programmes
1 February | News
The EUA Board expressed its deep regret that students and scholars would be negatively impacted by any exclusion of Hungary from EU programmes, and consequently urged the Hungarian government to take the necessary measures to rectify this situation.

✓ 1.

University Autonomy in Europe IV: The Scorecard 2023
7 March 2023 | Report
The Scorecard presents a thorough comparative analysis of autonomy across 35 higher education systems, accompanied by a special complementary analysis focusing on Hungary, due the specificity of the governance model developed in the country. (*See more on page 7.*)

✓ 1.
✓ 2.
✓ 4.

Strengthening university autonomy and increasing accountability and transparency of Western Balkan universities
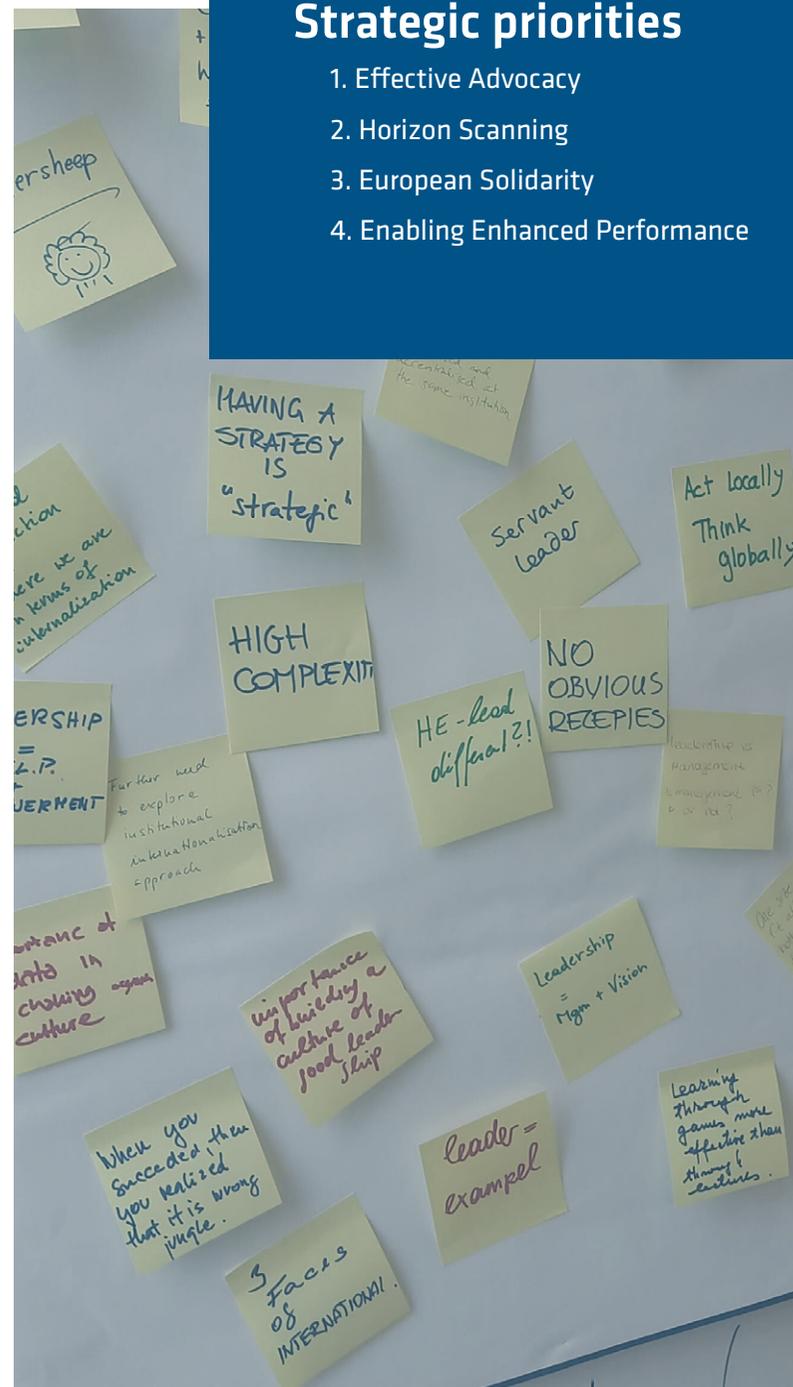9-10 March | Workshop
EUA hosted a workshop, informed by the Association's latest work, as part of the STAND project, which aims at improving university autonomy through empowering national- and university-level regulations and structures in Albania, Kosovo and Montenegro.

✓ 3.
✓ 4.

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

EUA supports Swedish universities' call to protect institutional autonomy

23 May | News

In a statement, EUA condemned a decision by the Swedish government to shorten the mandate of external members of university boards from three years to 17 months.

✓ 1.

Implementing leadership development programmes for university leaders: an inspirational guide

5 June | Report

Produced within the NEWLEAD project, the guide offers insights and recommendations for university leaders, sector representatives and policy makers interested in setting up a leadership development programme.

✓ 1.

✓ 4.

Innovative Leadership and Change Management in Higher Education

NEWLEAD project key findings and recommendations

31 August | Report

This NEWLEAD report summarises the project's work on capacity building to steer change and address new priorities on the institutional transformation agenda, and highlights recommendations for national and European policy makers and universities.

✓ 1.

✓ 4.

University Autonomy in Europe IV: Country Profiles (I)

12 October | Report

The first batch of country profiles following the latest edition of the Autonomy Scorecard covered developments in Austria, Denmark, Finland, Germany, Iceland, Ireland, Norway, Poland, Sweden and Switzerland.

✓ 1.

✓ 4.

Shaping the future of leadership development for university leaders in Europe

25 October | Event

The NEWLEAD project's final event presented outcomes on shaping the future of leadership development for university leaders in Europe.

✓ 1.

✓ 4.

University Autonomy in Europe IV: Country Profiles (II)

18 December | Report

The second batch of country profiles following the latest edition of the Autonomy Scorecard covered developments in Flanders (Belgium), Czechia, Estonia, Georgia, Italy, Latvia, Luxembourg, the Netherlands, Romania and Serbia.

✓ 1.

✓ 4.

In focus
Innovative leadership and change management in higher education

Leading and transforming universities is a complex endeavour, requiring a diverse skill set, adaptability, and the ability to navigate through ever-evolving challenges. Leadership and management are also among the many prerequisites to reaping the benefits of institutional autonomy and address today's big transformation agendas. To succeed in these endeavours, universities must foster leadership development throughout the institution, including academic and professional support leaders.

2023 saw the release of the final outcomes from the Erasmus+ funded NEWLEAD (Innovative Leadership and Change Management in Higher Education) project, all of which are available in a dedicated online repository. These underline the importance for upscaling support for the development and implementation of leadership development programmes for university leaders.

euacde COUNCIL FOR DOCTORAL EDUCATION

EUA Council for Doctoral Education

The Council for Doctoral Education is an integral part of EUA, and a leading voice in doctoral education in Europe. It is the largest European network in this field, covering more than 280 universities and institutions working on issues related to doctoral education in 39 countries. Launched in 2008, EUA-CDE works with its members to strengthen their doctoral education capacity and to prepare the next generation of Europe's researchers for the challenges with which the world is now confronted. The Council's work is guided by the EUA-CDE Steering Committee. In 2023, an EUA-CDE Thematic Peer Group on 'Profiles and institutional support for postdoctoral researchers' explored how to further enrich the experience of postdoctoral researchers, with the group's findings set to be published in 2024.

EUA-CDE's key contributions:

2023 EUA-CDE Thematic Workshop
Sustainability in doctoral education: developing a strategic approach
19-20 January | Event

The 2023 EUA-CDE Thematic Workshop looked at how universities can develop a strategic approach to sustainability in doctoral education, while maintaining key principles and values. This event discussed the important role of doctoral education in the transition towards a carbon-neutral society and to prepare the next generation of researchers for the decades to come.

⊘ 2.
⊘ 3.
⊘ 4.

2023 EUA-CDE Annual Meeting
Engaged research – the role of communication in doctoral education
14-16 June | Event

The 2023 EUA-CDE Annual Meeting addressed the different dimensions of communication in doctoral education and discussed comprehensive approaches to include communication in doctoral education strategy and practices, thus providing a platform for participants to reflect on the critical role that communication plays in the daily activities of doctoral schools and programmes, both internally as well as in their interactions with external partners.

⊘ 2.
⊘ 3.
⊘ 4.

Strategic priorities

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

Institutional Evaluation Programme

Since its launch in 1994, the Institutional Evaluation Programme (IEP) has supported over 340 institutions in 50 countries in developing strategic leadership and capacity to manage change through a process of voluntary institutional evaluations. The programme prides itself on its context-sensitive approach, offering comprehensive, improvement-oriented institutional evaluations conducted by a team of experienced higher education leaders.

IEP is registered as a quality assurance agency on the European Quality Assurance Register for Higher Education (EQAR). It is led by a dedicated Steering Committee, and its pool of 50 experts is composed of current or former university leaders, as well as experienced higher education professionals and students from right across the European Higher Education Area.

In a targeted review conducted between 2022 and 2024, the European Association for Quality Assurance in Higher Education (ENQA) found IEP compliant with the Standards and guidelines for quality assurance in the European Higher Education Area (ESG). In addition, IEP is currently developing a new, ambitious strategic plan for the period 2025-2030.

IEP INSTITUTIONAL EVALUATION PROGRAMME

www.iep-qaa.org
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 system and institutional-level analysis, change processes and policy development.

EUA Solutions activities in 2023:

A European perspective on governing and leading higher education institutions
October-November | Training

⊘ 1.

⊘ 4.

At the request of the Latvian Ministry of Education and Science, EUA provided a series of on-site and online induction and training events to university board members and executive leaders.

Report on the Quality Assurance Framework for the ERASMUS MUNDUS Joint Master Programme 'Decentralized Smart Energy Systems (DENSYS)'
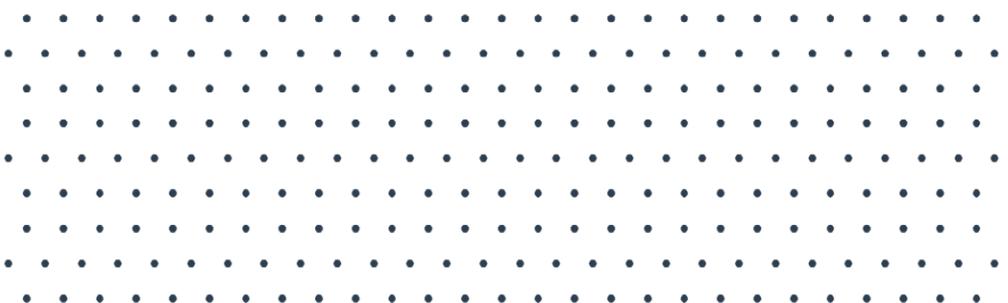December | Evaluation

⊘ 4.

At the request of the University of Lorraine, EUA organised an external evaluation of quality assurance measures applied to the DENSYS joint master programme offered by the university and its partners.

euasolutions

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

www.eua-solutions.org
info@eua-solutions.org

Governing bodies

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

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 is the highest governing body of the Association, and it elects the President and Board. On 20 April 2023, the 25th EUA General Assembly took place in Gdańsk, Poland, prior to the Association's Annual Conference.

Council

The EUA Council is comprised of the Association's President, the members of the Board and the chairperson or nominated representative of each collective member. The Council meets to discuss and define EUA's priorities and to endorse various policy positions and statements. In 2023, it convened on three occasions.

Board

The EUA Board is comprised of the President and eight members, including the two Vice-Presidents, all of whom are current or former university rectors. The Board is responsible for the preparation and implementation of the Association's policy and the planning of its activities. In 2023, it met on five occasions.

During the 2023 EUA General Assembly, Josep M. Garrell, former Rector of Ramon Llull University, Spain, was elected as the Association's president, succeeding Michael Murphy, former President of University College Cork, Ireland.

2023-2025 EUA Board

Josep M. Garrell

Paul Boyle

Ivanka Popović

Vincent Blondel

Anne Lequy

Marcin Pałys

Maurizio Tira

Wim van de Donk

Astrid Söderbergh Widding

Following the election of Josep M. Garrell, the General Assembly also elected Vincent Blondel, Rector, University of Louvain, Belgium; Astrid Söderbergh Widding, President, Stockholm University, Sweden; Maurizio Tira, former Rector, University of Brescia, Italy; and Wim van de Donk, Rector, Tilburg University, the Netherlands, to the EUA Board, alongside Marcin Pałys, former Rector, University of Warsaw, Poland, who was the terms of Board members Martine Rahier, University of Neuchâtel, Switzerland; Patrick Lévy, University Grenoble-Alpes, France; and Francesco Ubertini, University of Bologna, Italy.

The General Assembly also provided the opportunity for EUA to thank Michael Murphy and all outgoing Board members for their contribution to the development and success of the Association.

Following the respective elections, the EUA Board is comprised of:

* Josep M. Garrell, Ramon Llull University, Spain - *President*

* Paul Boyle, Swansea University, United Kingdom – *Vice-President*

* Ivanka Popović, University of Belgrade, Serbia – *Vice-President*

* Vincent Blondel, University of Louvain, Belgium

* Anne Lequy, Magdeburg-Stendal University of Applied Sciences, Germany

* Marcin Pałys, University of Warsaw, Poland

* Astrid Söderbergh Widding, Stockholm University, Sweden

* Maurizio Tira, University of Brescia, Italy

* Wim van de Donk, Tilburg University, the Netherlands

Secretariat

The **EUA Secretariat** is based in Brussels and Geneva. The Secretary General, Amanda Crowfoot, is responsible for running of the Secretariat, which ensures the daily management and implementation of all EUA activities.

As part of its work, the Secretariat also coordinates a variety of EUA working groups and steering committees, which draw on the expertise of EUA members to guide the Association's initiatives in specific areas.

Membership

In 2023, EUA reached a total of 875 members in 49 European countries.

Members and Affiliates

EUA offers three different membership categories.

Individual Full Members

Higher education institutions that conduct research, award degrees in at least two of the three study levels, and are financially viable.

Collective Full Members

The recognised representative bodies of universities (national rectors' conferences) in their respective country.

Individual Associate Members

Financially sustainable higher education institutions that award degrees at the first and second cycle level, but do not meet the research criteria as set for Individual Full Members, or organisations whose primary focus is research, but which also carry out some teaching.

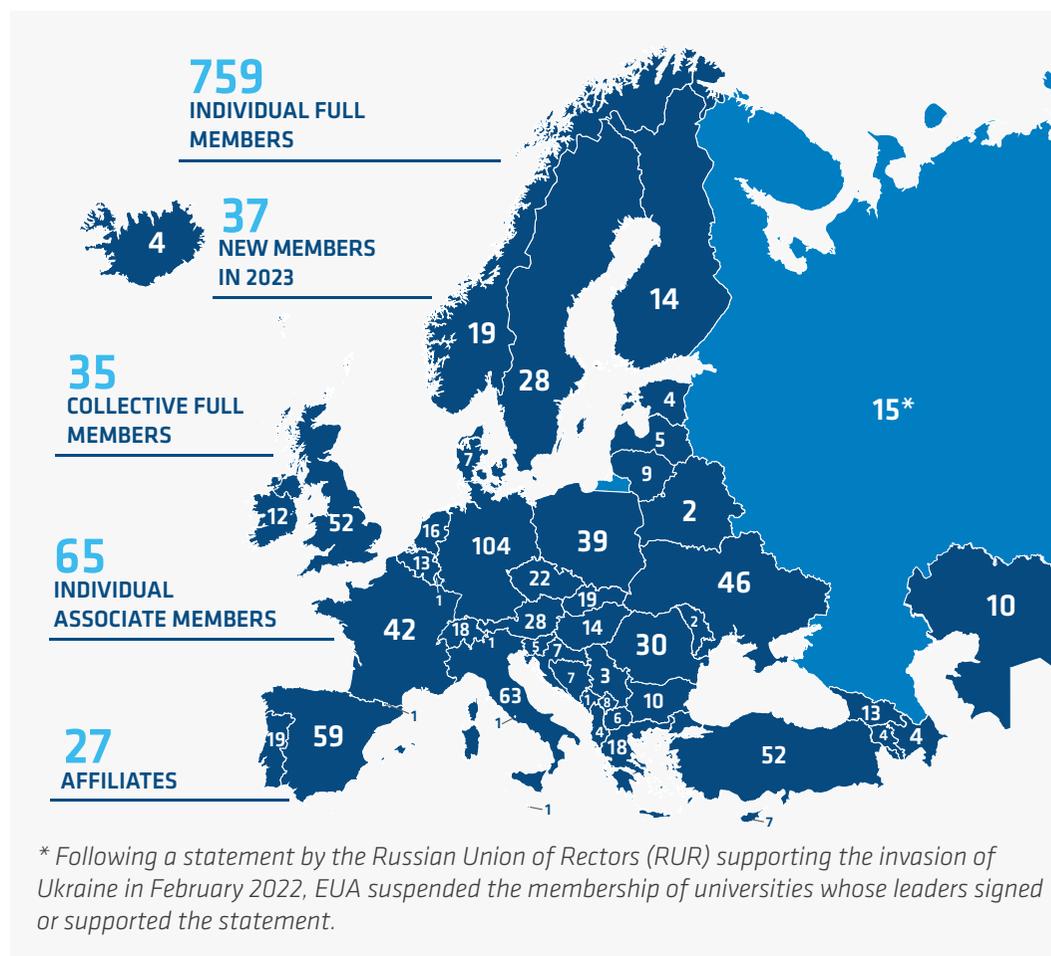### What if EUA membership isn't an option for your organisation?

Organisations with an interest in European cooperation in higher education, and which are supportive of the mission and aims of EUA, may apply to become an EUA Affiliate.
There are two types of Affiliates:

* Organisations are single-entity organisations that support higher education institutions in carrying out their missions, as well as other kinds of organisations active in the field of higher education or research.

* Networks are collectives of higher education institutions, including other university networks or associations or university alliances.

EUA members

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

759 INDIVIDUAL FULL MEMBERS

37 NEW MEMBERS IN 2023

35 COLLECTIVE FULL MEMBERS

65 INDIVIDUAL ASSOCIATE MEMBERS

27 AFFILIATES

* Following a statement by the Russian Union of Rectors (RUR) supporting the invasion of Ukraine in February 2022, EUA suspended the membership of universities whose leaders signed or supported the statement.

New members in 2023

In 2023, EUA welcomed 37 new members and two new affiliates.

Welcome to EUA!

Aleksandër Moisiu University Durrës (Albania)
Atlantic Technological University (Ireland)
Bauhaus-University Weimar (Germany)
Catholic University of Murcia (Spain)
Dnipro University of Technology (Ukraine)
Edge Hill University (United Kingdom)
Eszterházy Károly Catholic University (Hungary)
Gebze Technical University (Türkiye)
Humanitas University (Italy)
International European University (Ukraine)
Istinye University (Turkey)
Ivano-Frankivsk National Technical University of Oil and Gas (Ukraine)
Jan Dlugosz University in Czestochowa (Poland)
Kharkiv National Automobile and Highway University (Ukraine)
Khmelnytskyi National University (Ukraine)
Kozminski University (Poland)
Kremenchuk Mykhailo Ostrohradskyi National University (Ukraine)
Kyiv National University of Construction and Architecture (Ukraine)
Lesya Ukrainka Volyn National University (Ukraine)
Mainz University of Applied Sciences (Germany)
Medical University of Gdańsk (Poland)
Middle East Technical University (Türkiye)
Munster Technological University (Ireland)
Nakhchivan University (Azerbaijan)

OSTIM Technical University (Turkey)
Poznań University of Life Sciences (Poland)
RheinMain University of Applied Sciences (Germany)
Salvador Dali Academy of Contemporary Arts (Ukraine)
State University of Trade and Economics (Ukraine)
University of Burgos (Spain)
University of Franche-Comté (France)
University of Novo mesto (Slovenia)
University of Pannonia (Hungary)
University of Perugia (Italy)
University of South Bohemia in České Budějovice (Czech Republic)
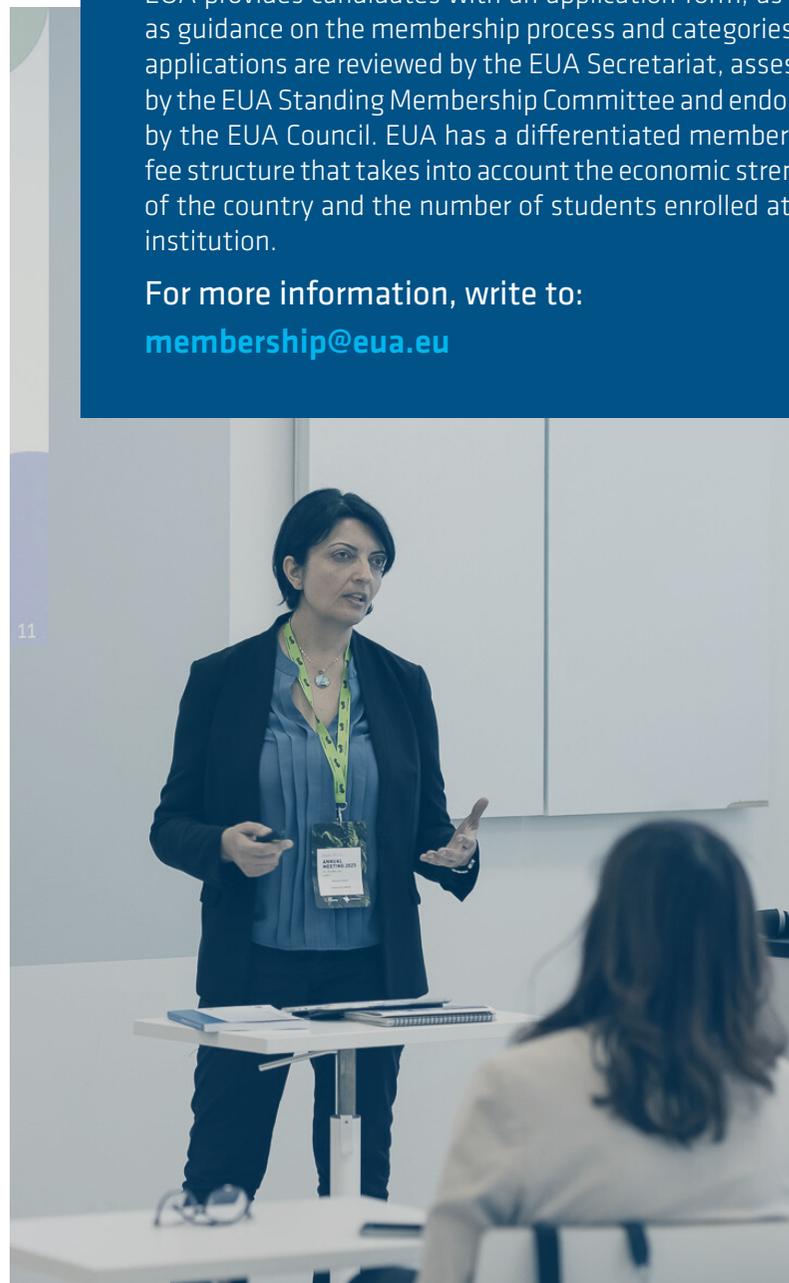
International Student Identity Card Association (Denmark) - *Affiliate*
Hungarian Accreditation Committee (Hungary) - *Affiliate*

How to apply

EUA provides candidates with an application form, as well as guidance on the membership process and categories. All applications are reviewed by the EUA Secretariat, assessed by the EUA Standing Membership Committee and endorsed by the EUA Council. EUA has a differentiated membership fee structure that takes into account the economic strength of the country and the number of students enrolled at the institution.

For more information, write to:
membership@eua.eu

Events

25 online
6 in-person
1 hybrid

10,000+
total event registrations

Website

1.8 million
views

www.eua.eu

Newsletters

19,000+
subscribers

3 Newsletters

Publications

30,000+
downloads

40 publications

Expert Voices

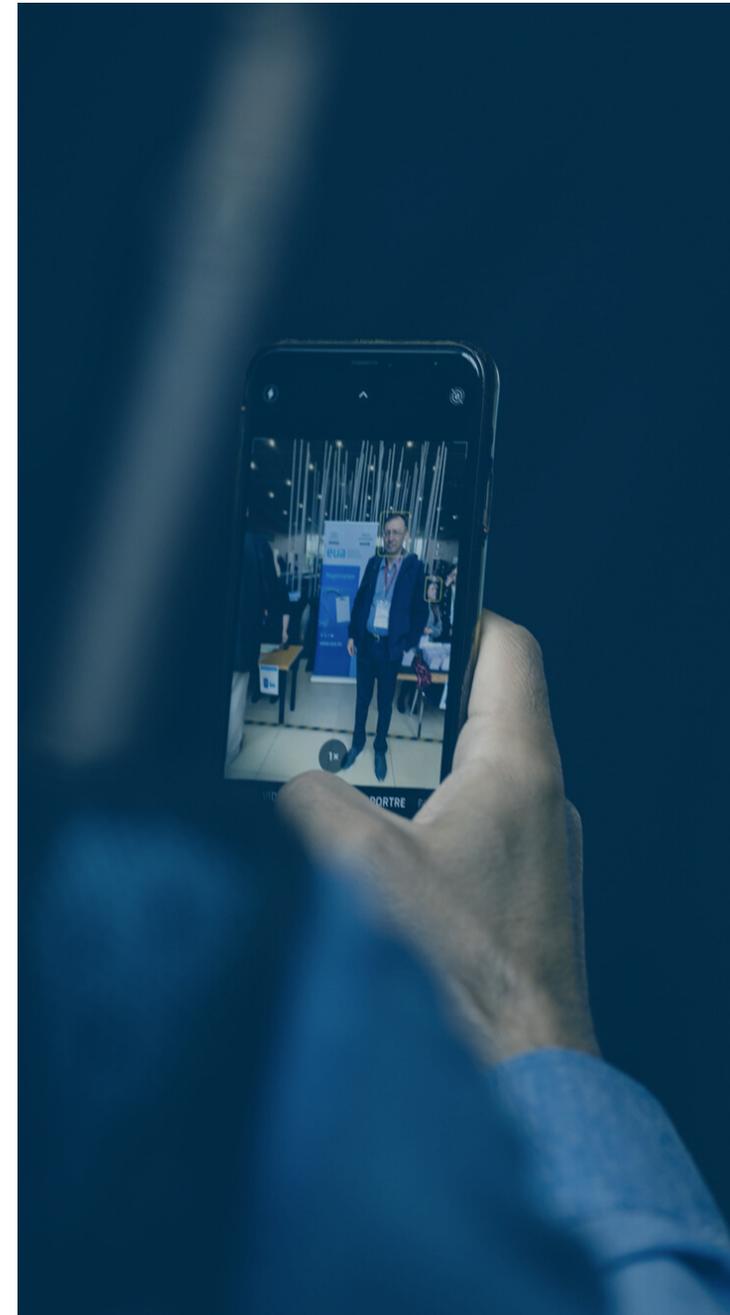18 articles

Multiple EUA op-eds

Social Media

7,000+
new followers in 2023

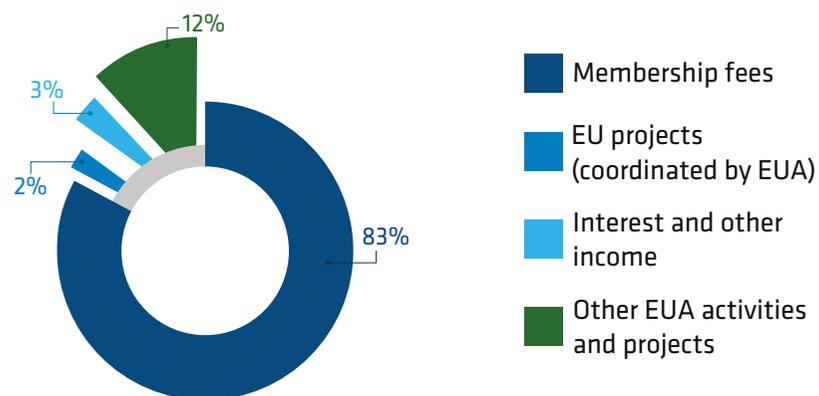49K+ followers
across 4 channels

Videos

1,100+
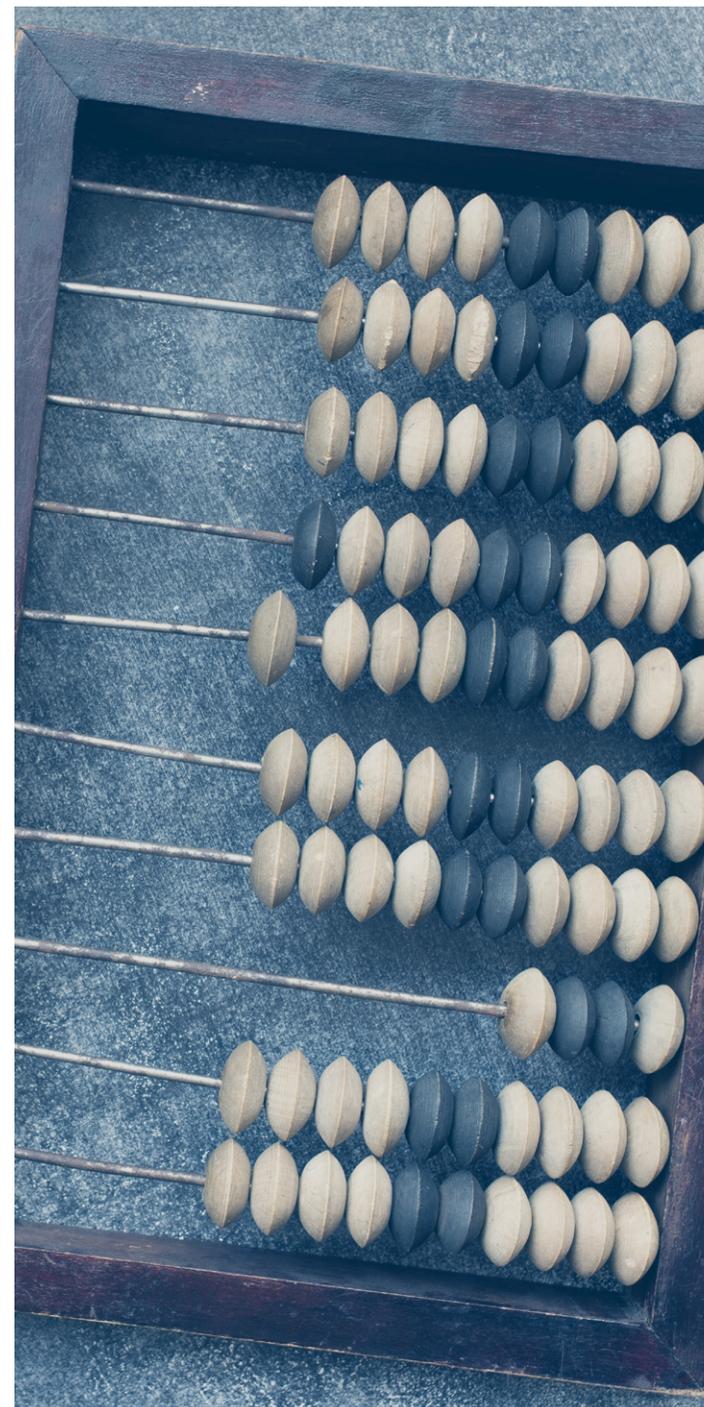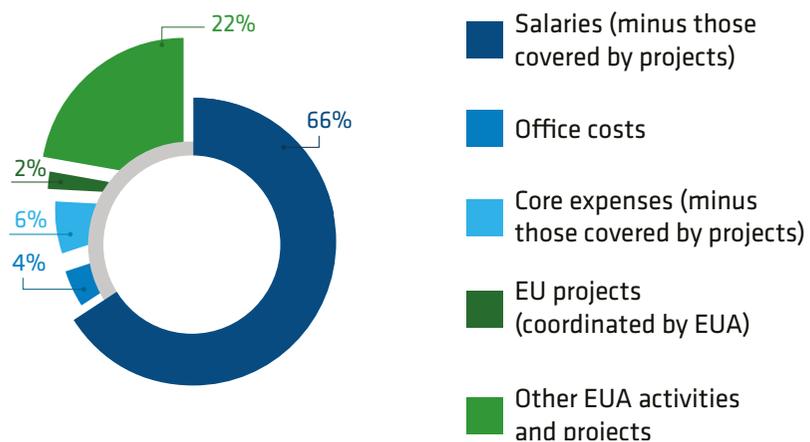hours of watch time

48 new videos

Finances

EUA is funded by its wide membership, as well as by projects and other activities. In 2023, the Association's income was more than €5.4 million. With this funding, EUA sustains its work, offers members the many events, publications and projects cited in this report and covers expenses related to the Association's staff and office premises.

Funding sources in 2023

- 12%
- 3%
- 2%
- 83%

- ■ Membership fees
- ■ EU projects (coordinated by EUA)
- ■ Interest and other income
- ■ Other EUA activities and projects

Expenditure in 2023

- 22%
- 66%
- 2%
- 6%
- 4%

- ■ Salaries (minus those covered by projects)
- ■ Office costs
- ■ Core expenses (minus those covered by projects)
- ■ EU projects (coordinated by EUA)
- ■ Other EUA activities and projects

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2023

The European University Association (EUA) is the representative organisation of universities and national rectors' conferences in 49 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