

European University Association

annual
report
2014



EUA

European University Association

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Message from the President



My main focus in 2014 has been to ensure that our members are appropriately represented in policy debates and processes affecting higher education and research. The elections to the European Parliament and entry into office of the new European Commission under President Jean-Claude Juncker in 2014 have provided a unique opportunity to reinforce the role of universities in public policy development at European level, which EUA has seized. By sharpening its messages and strengthening relationships with a broad range of stakeholders, the association's advocacy role has gained considerable momentum.

EUA was particularly active and outspoken in the area of research and innovation. Following input on policy topics and processes ranging from data protection regulation to "Science 2.0" and the consolidation of the European Research Area, EUA kicked off a highly visible advocacy and media campaign to prevent alarming cuts to the Horizon 2020 budget in favour of the European Commission's new European Fund for Strategic Investments (EFSI). This campaign will continue into 2015, and EUA will keep its members informed of developments in this and other policy fields that impact on their activities.

EUA has also taken a firm stance against including higher education in ongoing negotiations on a new transatlantic trade agreement (TTIP), and will continue to regularly update its membership on this complex question. Last but not least, EUA has been active, throughout 2014, in providing input to the future direction of the Bologna Process and in preparing for the next Bologna Ministerial Meeting that will take place in Yerevan in May 2015.

As my term of office draws to an end, I would like to wish great success to my successor, who will be elected by the General Assembly at the University of Antwerp in April 2015. It has been a privilege to work together with Europe's universities. The challenges currently faced by the university sector call for ever closer collaboration and exchange at national, European and global level. I hope that, by continuing to contribute to EUA's work, you will help us foster such cooperation and speak with one voice on behalf of Europe's universities.

A handwritten signature in blue ink, which reads "Maria Helena Nazaré".

Maria Helena Nazaré
EUA President

Foreword from the Secretary General



2014 has been a busy year for EUA. Our increasingly wide and diverse membership includes universities with different missions and profiles across 47 higher education systems. This broad coverage allows EUA to speak on behalf of the European higher education community in discussions with policy makers and other stakeholders. At the same time, it requires EUA to offer a broad range of activities and services – in the form of events, projects and publications – to enable members to engage with us according to their interests and needs.

In 2014 EUA continued to concentrate on the universities' core missions of learning and teaching, research and innovation and service to society, as well as cross-cutting issues such as internationalisation, quality management, governance and funding. All of these topics are important for our membership, as evidenced by the strong interest in events like the 2nd Funding Forum, the 9th European Quality Assurance Forum and the conference on "Mobilising Universities for Smart Specialisation". Developments in learning and teaching, including e-learning, were a particular thematic focus. EUA's Annual Conference at the Université Libre de Bruxelles was dedicated to "Changing Landscapes in Learning and Teaching", and work on the Trends 2015 study, which maps changes in learning and teaching in European higher education, continued throughout the year.

A particular highlight of 2014 was the twentieth anniversary of the Institutional Evaluation Programme (IEP). Since its creation, the Programme has helped close to 400 institutions manage institutional change and enhance quality. Meanwhile, the Council for Doctoral Education (CDE) continued to grow and work towards the advancement of doctoral education and research training in Europe, with a series of events and a forward-looking policy initiative exploring the major themes for doctoral education in the next decade. Finally, a new bespoke, on-demand service – EUA Solutions – was launched in March.

I would like to thank our members for contributing to EUA's work over the past twelve months, and I very much look forward to deepening our cooperation in the coming year.

Lesley Wilson
EUA Secretary General

SECTION 1: EUA Activities in 2014

EUA provides unrivalled opportunities for members to share best practices by participating in projects, events and mutual learning activities involving a wide range of institutions. Above all, EUA enables universities to influence and shape future European policies and initiatives affecting higher education and research. Through its work and contacts with the European Commission, Parliament and other key decision-making bodies, EUA ensures universities' interests and concerns are taken up with all key stakeholders.

The present Annual Report summarises the activities carried out on behalf and in support of European universities in 2014. For more comprehensive information on EUA projects, events and publications mentioned below please refer to the annexes of this report and to the EUA website.

1. Learning and teaching: Universities in the European Higher Education Area

EUA's work on learning and teaching is framed by the broader policy context of the Bologna Process and the European Higher Education Area (EHEA). As a consultative member of the Bologna Follow-Up Group (BFUG), EUA represented universities in the important lead-up to the Ministerial Conference, which will take place in Yerevan, Armenia, in May 2015. EUA participated in all BFUG working groups and contributed to the development of policy papers and reports to be tabled at the Ministerial Meeting, including the Bologna Implementation Report and Communiqué, which will shape the next phase of the Bologna Process.

EUA also continued to communicate relevant EU policy processes and legislation to its membership, and to shape policy initiatives on its behalf. 2014 saw the start of the Erasmus+ programme (2014-2020). Following the detailed input provided to the European Commission and Parliament in the earlier stages of the programme's design, EUA will now continue to monitor the new funding programme for education and training throughout its implementation phase.

After an amendment to the EU Directive on the Recognition of Professional Qualifications became law in late 2013, it published, in

January 2014, a detailed briefing note focusing on key aspects of the new legislation that impact on higher education institutions. In March, EUA responded to a public consultation on the possible development of a “European Area of Skills and Qualifications”, launched by the European Commission. In its response, EUA underlined that the EHEA and its established instruments remain the main reference framework for universities, and warned against the unnecessary multiplication of policies and tools.

As part of its policy monitoring activities, EUA followed the negotiations on a new generation of bilateral trade agreements with third country partners and regions, notably those between the EU and the US, and their potential impact on European universities. EUA published a background paper on the Transatlantic Trade and Investment Partnership (TTIP) in January 2014, which was followed by three updates in April, August and December, and the adoption of a statement by the EUA Council, calling on the EU to make no commitments in the fields of higher and adult education.



In 2014, learning and teaching in European higher education continued to feature prominently on institutional and policy agendas. EUA’s Annual Conference on “Changing Landscapes in Learning and Teaching” provided a platform for intensive and productive discussions on global trends and transformations. Around 350 university leaders and higher education representatives gathered at the Université Libre de Bruxelles (ULB) on 3-4 April to debate topics including learning and teaching in the digital age as well as international dimensions of and European policy perspectives on learning and teaching.



EUA Annual Conference 2014, Université Libre de Bruxelles (ULB), Belgium

EUA also reinforced its efforts to keep track and inform its members of important developments in learning and teaching. Work on the newest edition of EUA’s seminal Trends study continued in 2014 with the launch of an institutional questionnaire in January. The Trends 2015 study will map changes in learning and teaching in European universities since 2010 and provide a comprehensive overview of the most important developments in the European higher education landscape. It will be presented at the Bologna Ministerial Conference in May 2015.

Other activities in 2014 revolved around e-learning. EUA published its second Occasional Paper on Massive Open Online Courses (MOOCs) as well as a new study, entitled “E-learning in European Higher Education Institutions”, thus contributing to ongoing policy discussions on e-learning in Europe and providing support to universities in their efforts to promote innovation in learning and teaching. In the wake of the global MOOCs movement, EUA also organised two webinars, in November and December 2014, to discuss the recognition and validation of open and non-formal learning with a number of leading international experts and its wider membership.

Finally, in cooperation with ACA (Academic Cooperation Association), EUA carried out the Mobility-Policy Practice Connect (MPPC) project, which aimed to build capacity at system and institutional level to create and implement comprehensive mobility strategies. Three workshops were organised in the course of 2014. A final report, entitled “Connecting mobility policy and practice: Observations and recommendations on national and institutional developments in Europe”, was published at the end of the year, and provided suggestions as to how to enhance the complementarity between higher education mobility policies at the institutional, national and European level.

2. Research and Innovation: Universities in the European Research Area

The development of policies and project activities at European level to promote universities’ pivotal role in research and innovation continued to be a key priority for EUA in 2014. As one of the European stakeholder organisations in research and innovation that signed a Memorandum of Understanding and Joint Statement with the European Commission in 2012 and 2013, EUA remains committed to realising the European Research Area (ERA) and to working with its members to demonstrate the contribution of universities. In September it published the 2014 EUA ERA Progress Report, outlining EUA’s main activities and highlighting a series of key messages for future ERA progress. Inter alia, the report argued for an adequate public funding mix for university activities and research infrastructure development and the creation of an open labour market for researchers.

Driven by its Research Policy Working Group (RPWG), EUA’s advocacy role gained momentum in 2014. EUA represented universities’ interests

in the development of Horizon 2020, the EU's research funding programme for the period 2014-2020. The association participated in all major stakeholder dialogues as the Horizon 2020 programme has taken shape, notably calling on policy makers to maximise the amount of funding allocated to Horizon 2020, given the importance of research and innovation for Europe's future competitiveness. EUA will continue to monitor Horizon 2020 during its implementation phase.



EUA Research Policy Working Group

Research Policy Working Group members (As of November 2014)	
Chair: David J Drewry	EUA Vice-President (former Vice-Chancellor, University of Hull, UK)
Vaclav Hampl	EUA Board Member (former Rector, Charles University Prague, Czech Republic)
Lauritz B. Holm-Nielsen	EUA Vice-President (former Rector, University of Aarhus, Denmark)
Gunnar Bovim	Rector, Norwegian University of Science and Technology, Norway
Katarzyna Chalasinska-Macukow	Former Rector, University of Warsaw, Honorary President of CRASP, Poland
António Cunha	Rector, University of Minho, Portugal
Richard Davies	Vice-Chancellor, Swansea University, UK
Heinz Engl	Rector, University of Vienna, Austria
Jean-Pierre Finance	Former President, University Henri Poincaré, Nancy, Representative of CPU and IRD in Brussels, France
Pam Fredman	Vice-Chancellor, Gothenburg University, Sweden
José Carlos Gomez Sal	Rector, Cantabria University, Spain
Klaus Hulek	Vice-President for Research, Leibniz University Hannover, Germany
Lokesh Joshi	Vice-President, National University of Ireland, Galway, Ireland
Rudolf Kropil	Rector, Technical University in Zvolen, Slovakia
Ignace Lemahieu	Director, Research Department, University of Gent, Belgium
Jan Mengelers	President, Eindhoven University of Technology, the Netherlands
Anneli Pauli	Rector, Lappeenranta University of Technology, Finland
Gulsun Saglamer	Former Rector, Istanbul Technical University, Turkey
Karin Stana Kleinschek	Vice-Rector for Research, University of Maribor, Slovenia
Alberto Tesi	Rector, University of Florence, Italy

In April EUA published a statement on the European Commission's proposal for a General Data Protection Regulation. EUA warned that the amendments of the European Parliament's Civil Liberties, Justice and Home Affairs (LIBE) Committee may unintentionally threaten scientific advancements in a number of areas. For example, restrictions could affect long-term studies in the field of social sciences, as well as severely compromise the effectiveness of essential tools in the field of individualised medicine and personalised preventive medicine.

EUA also provided input to the European Commission public consultation on "Science 2.0: Science in Transition" in October. While acknowledging the potential of Science 2.0 for scientific exchange, cooperation and interdisciplinarity, EUA also warned against unnecessary or premature regulation in the context of an emerging movement whose precise implications still remain unclear.

Towards the end of the year and spilling over into 2015, EUA took a lead role in urging the new Juncker Commission, which took office in November 2014, not to reverse its previous commitments to research and innovation and thus to refrain from cutting the Horizon 2020 budget to finance its new European Fund for Strategic Investments (EFSI). An EUA statement published at the end of the year underlined the importance of preserving the budget allocated to the Excellent Science and Societal Challenges pillars of Horizon 2020, as they play a crucial role in supporting basic research, the foundation for developing competitive knowledge-based products and services. The rationale for the importance of appropriate funding and policies to maintain Europe's research and innovation capacities was also developed in EUA's response to the public consultation on the Europe 2020 strategy, published in November.

EUA has been following developments in Open Access to research publications in the university sector since 2007 and is committed to encouraging universities to implement Open Access policies at institutional level. In 2014 EUA thus carried out a comprehensive set of actions aimed at gathering facts, policy positions and relevant information in the field, as well as pooling expertise to assist universities in the Open Access dialogue at European level. In October EUA published a briefing paper and, later in the year, it also conducted a survey among its membership on the existence, nature and level of implementation of institutional policies promoting Open Access to research publications.



Mobilising Europe's Universities for Smart Specialisation Conference, Belgium

Smart Specialisation was also one of the core areas of EUA's work on research and innovation policy in 2014. In June EUA, together with the Joint Research Centre's (JRC) Smart Specialisation (S3) Platform and DG REGIO, convened a high-level conference on "Mobilising Europe's universities for Smart Specialisation", which brought together over 300 participants to discuss the role of universities in the definition and implementation of Smart Specialisation Strategies and share best practices.

Meanwhile, EUA's Council for Doctoral Education (EUA-CDE), an independent EUA membership service, gathered in Izmir, Turkey in January for a thematic workshop on "Outcomes of Doctoral Education – Mindset, Research, Innovation". In June 250 participants gathered in Liverpool for the EUA-CDE Annual Meeting entitled "Doctoral education – Thinking globally, acting locally" to discuss how universities are responding to global trends and challenges in the practical management of doctoral education. Discussions covered a variety of issues, including joint programmes, rankings and overseas recruitment and various forms of collaboration.



7th EUA-CDE Annual Meeting, University of Liverpool, United Kingdom

EUA-CDE Steering Committee (As of January 2015)	
Chair: Melita Kovacevic	University of Zagreb, Croatia
Vice-Chair: Berit Rokne	University of Bergen, Norway
Lucienne Blessing	University of Luxembourg, Luxembourg
Frank Bremmer	Philipps University Marburg, Germany
Michael Fuller	University of Plymouth, UK
Mary McNamara	Dublin Institute of Technology, Ireland
Jean-Dominique Polack	University Pierre and Marie Curie, France
Vaclav Hampl	Charles University Prague, Czech Republic (ex-officio EUA Board)

EUA's Responsible Partnering Initiative also continued. Since 2004 the Initiative has brought together major pan-European stakeholder organisations involved in research and innovation, which have been working towards establishing overarching principles and policy recommendations in the field of collaborative research. In November EUA launched the "U-B Tool", an innovative online tool for the self-assessment of university-business research partnership, while in December 60 representatives from various research organisations gathered in Brussels for a workshop on business collaboration.

Finally, EUA's UNI-SET project, which was launched in September, seeks to mobilise the research, innovation and educational capacities of Europe's universities in the rapidly developing field of energy. UNI-SET is coordinated by EUA and implemented jointly with KU Leuven, representing the universities in KIC (Knowledge & Innovation Community) InnoEnergy. The project is an FP7 Coordination and Support Action with a total duration of three years.



3. Quality Management

In 2014 EUA continued its focus on supporting institutional development and quality assurance (QA) through a range of services, reports, events and projects in cooperation with its members and partners.

With its partners in the E4 Group (ENQA, ESU, EURASHE), and in cooperation with Education International, BUSINESSEUROPE and the European Quality Assurance Register for Higher Education (EQAR), EUA was responsible for developing the proposal for the revised European Standards and Guidelines for Quality Assurance (ESG). The

organisations involved sought to make the ESG clearer, particularly in terms of structure to avoid potential interpretation issues. They also link more explicitly to the learning and teaching process and define the relationship of QA with other Bologna Process developments that have taken place since 2005. The proposal, which was developed through extensive consultation with stakeholders, was endorsed by the Bologna Follow-Up Group in September and will be subject to formal approval at the Ministerial Conference in May 2015.

The E4 Group was also responsible for organising the 9th European Quality Assurance Forum (EQAF), which took place in November at the University of Barcelona and brought together over 450 participants. Under the theme of “Changing education – QA and the shift from teaching to learning”, a range of trends and challenges were discussed, including the move towards student-centred learning; the importance of pedagogical training; opportunities and challenges created by technological advances, and the recognition of non-formal learning. Against this rapidly evolving backdrop, the Forum offered an opportunity for QA practitioners to reflect on the impact of these changes on QA and the role that it can play in meeting these challenges.

Meanwhile, EUA continued to take forward its work on building capacity for internal quality assurance and in enhancing institutional quality cultures, in particular through the work of the EUREQA project (Empowering Universities to fulfil their Responsibility for Quality Assurance). The third regional training workshop of this Tempus-funded project was hosted by the University of Banja Luka in Bosnia and Herzegovina in September. Over 40 representatives from partner institutions in the Western Balkans and the EU gathered to explore the tools and methodologies used for collecting feedback on teaching and learning.

Another of EUA's objectives has been to monitor the development of rankings and their impact on universities. EUA published a new report in late 2014 entitled “Rankings in Institutional Strategies and Processes: Impact or Illusion?”. The RISP study is a follow-up to its two previous reports on rankings, published respectively in 2011 and 2013. The publication, presented at an event in Brussels, is the outcome of a two-and-a-half year EUA-led project, which gathered input from 171 higher education institutions in 39 European countries and confirmed that rankings have an impact on institutions and their activities albeit in a number of different ways.

An important part of EUA's work is to put its expertise at the disposal of its members. To facilitate this, in March, the Association launched a new service, EUA Solutions. Designed to complement EUA's existing membership services, EUA Solutions is based on a flexible, on-demand approach to specific requests from universities seeking support for change processes and policy development. Its services range from thematic analyses and strategic studies to consultancy and specialised expert advice on issues including internal quality assurance, organisation of doctoral schools, internationalisation, Bologna implementation, communication, lifelong learning and student tracking. EUA Solutions also offers support for decision-makers and national authorities for policy development in higher education.

Finally, EUA's Institutional Evaluation Programme (IEP) celebrated its twentieth anniversary in 2014 – a milestone that was marked by a publication entitled "A twenty-year contribution to institutional change: EUA's Institutional Evaluation Programme" and an event in Brussels in September. The IEP annual seminar, which took place in Porto in October, focused on emerging trends in European higher education as well as stimulating team dynamics, also marking the anniversary of IEP activities. The IEP methodology, which uses an improvement-orientated peer-review approach, has so far been used in close to 400 higher education institutions in 45 countries.



IEP Steering Committee (As of January 2015)	
Lothar Zechlin	Former founding Rector, University of Duisburg-Essen, Germany
Gülay Barbarosoğlu	EUA Board Member and Rector of Boğaziçi University, Turkey, ex-officio
Howard Davies	Independent Consultant in European higher education policy and EUA Senior Adviser, UK
Sokratis Katsikas	Former Rector, University of the Piraeus, Greece
Hannele Niemi	Former Vice-Rector, University of Helsinki, Finland
Lil Reif	Expert for European and International FTI funding, Austrian Research Promotion Agency, Austria
Virgilio Meira Soares	Former Rector, University of Lisbon, Portugal
Emilia Todorova	Student, University of Glasgow, UK
Karol Wysokinski	Former Vice-Rector, Marie-Curie Skłodowska University, Poland

The programme evaluated seven institutions in 2013/14, while ten will be evaluated in the 2014/15 academic year (see below). 2014 also saw the completion of IEP's largest national coordinated evaluation exercise to date: the evaluations of over 70 higher education institutions

in Romania, which have taken place over the past three years. The programme also carried out a coordinated evaluation of all ten higher education institutions in Montenegro. Both exercises culminated in the publication of system review reports and recommendations for the further development of higher education in the respective countries.

IEP Round 2013–2014	
Goce Delcev University	FYROM
University of Szeged	Hungary
European Humanities University	Lithuania
Vytautas Magnus University	Lithuania
Marmara University	Turkey
Kazakh National Technical University after K.I. Satpaev	Kazakhstan (follow-up)
An-Najah National University	Palestine (follow-up)

IEP Round 2014–2015	
Faculty of Media	Slovenia
School of Advanced Social Studies	Slovenia
Faculty of Information Studies	Slovenia
University of Nova Gorica	Slovenia
Ss. Cyril and Methodius University in Skopje	FYROM
Anadolu University	Turkey
Galway-Mayo Institute of Technology	Ireland
University of Primorska	Slovenia (follow-up)
Iuliu Hatieganu University of Medicine and Pharmacy	Romania (follow-up)
European University of Madrid	Spain (follow-up)

4. Governance, Autonomy and Funding

The long-term financial sustainability of Europe's universities remained one of EUA's key topics in 2014. Work on EUA's DEFINE project, which explores strategies for efficient and sustainable funding of higher education in Europe, intensified with the organisation of two site visits (January and April) and three focus groups (March, April and June) in Denmark, Finland and Germany. These events focused on three different types of measures for funding efficiency, namely performance-based funding, merger processes and excellence schemes.

Strategies for efficient funding were also discussed at EUA's 2nd Funding Forum, held in October at the University of Bergamo, Italy. Once again, the event proved a highly productive discussion platform for all higher education funding stakeholders, including university leaders and managers, researchers, representatives of student bodies, public authorities and private-sector partners. Participants explored a variety of issues, focusing on the financial state of Europe's university sector; latest trends as regards funding models in Europe; the integration of performance-related criteria into funding models; the challenges associated with managing institutional mergers, and the relationship between different European funding streams and policy objectives.

In October EUA also published the latest edition of its Public Funding Observatory. The Observatory's interactive tool was updated with new data and information, and four new higher education systems – Belgium-Flanders, Finland, Serbia and Slovenia – were included in the analysis for the first time, thus providing an even more comprehensive picture of the development of public funding for higher education in Europe. The published report highlighted a highly diverse situation with regard to public funding in higher education systems, and re-confirmed an increasing disparity between the highest and lowest funded systems in Europe and the development of a geographical divide in terms of investment in higher education. During the data collection, EUA's collective members also indicated that governments were often expecting universities to supplement shortfalls in national public funding with increased financial support from EU programmes, such as Horizon 2020.



EUA Public Funding Observatory Tool

Given the increasing importance of EU funding as an income source for many European universities, EUA also spoke out, in August 2014, against cuts to payments for research and innovation, including the framework programme Horizon 2020, in the 2015 budget. In a press release published in July, EUA underlined that the cuts proposed by the Council of the European Union were neither in line with the EU's objective to create a competitive knowledge society nor with commitments previously made by member states in the context of the EU's multiannual financial framework (MFF) for 2014-2020. EUA reiterated its position in

a statement published in late October, in which it called on member states to back up political rhetoric by commitment and action.

EUA published an updated analysis of university autonomy in Ireland, which was presented at a symposium organised by the Irish Universities' Association in September. Discussions at the event served to underline the extent to which EUA's work on autonomy can inform national policy debates on university autonomy by facilitating European benchmarking.

Finally, EUA engaged in a number of capacity-building activities in the Eastern Neighbourhood Countries in the context of the Tempus-funded ATHENA project (Fostering Sustainable and Autonomous Higher Education Systems in the Eastern Neighbouring Area). The ATHENA project aims to contribute to the development, reform and modernisation of higher education systems in Armenia, Moldova and Ukraine, with a particular focus on autonomy, governance and financial and human resources management. One national workshop and two training seminars were organised in Armenia, Finland and Portugal, respectively.



5. Internationalisation: European Universities in a Global Context

In 2014 EUA continued to act as the voice of European universities on the global higher education scene by establishing and enhancing global links and partnerships with international partners in different world regions.

A highlight in 2014 was the completion of the ALFA-PUENTES project. The three-year project, which was undertaken by a consortium of more than 20 national and international university associations from across Latin America and Europe, was aimed at improving mechanisms for the modernisation, reform and harmonisation of education systems in Latin America and enhancing Europe-Latin America university partnership. Key topics included collaboration in quality assurance, qualifications frameworks, mobility and internationalisation. The project outcomes included a report on "Transformations in Latin American Higher Education" and a further



publication on university associations and developments in Latin American higher education, among others.

One of the follow-up activities to ALFA-PUENTES, the ALISIOS (Academic Links and Strategies for the Internationalisation of the Higher Education Sector) project, was already launched in January 2014, with a kick-off meeting and first workshop taking place in Brussels. ALISIOS addresses the need for coordinated approaches to international cooperation in higher education and research between Europe and its international partners, with a specific focus on Brazil and its Science without Borders (SwB) programme.

Another one of EUA's flagship activities is the AECHE (Arab-Euro Conference on Higher Education) platform, which brings together the Association of Arab Universities (AARU) and EUA, and their members, with the support of the University of Barcelona. In June 2014 the 2nd AECHE conference, entitled "Strengthening Arab-Euro University Collaboration: The Importance of Regional Mobility" was held at Princess Sumaya

University for Technology in Amman, Jordan. Over 250 participants discussed staff and student mobility across the two regions, with the aim of mapping activities, exchanging good practices and encouraging Arab and European university leaders, in partnership with governments and other societal stakeholders, to increase their efforts in this crucial area.



© Princess Sumaya University for Technology

The second Arab-Euro Conference on Higher Education at the Princess Sumaya University for Technology, Jordan

The Transatlantic Dialogue, a bi-regional leadership event that has underpinned EUA's cooperation with the American Council on Education (ACE) and the Association of Universities and Colleges of Canada (AUCC) for many years, was held in Toronto, Canada, in June, gathering the executive leadership of higher education institutions from Canada, the US and Europe. Discussions centred on the broad theme of "Reputation, public opinion and accountability", and topics included societal and political expectations of and trust in the higher education sector, measuring and communicating results and the implications for university governance.

Work on EUA's FRINDOC project, which aims to develop a **FRINDOC** framework for the internationalisation of doctoral education, continued in 2014. A workshop was held at the University of Bergen in February, gathering experts in doctoral education and internationalisation from 28 universities across Europe, Asia, Africa and Latin America.

6. Improving impact and increasing visibility: advocacy and communication

Core objectives for 2014 included consolidating EUA's position as the key stakeholder and provider of expertise on higher education and research issues at the European level. This necessitated expanding the association's advocacy work and increasing efforts to speak with one voice on key topics.

Throughout 2014 EUA concentrated on developing its policy messages and further strengthening relationships with stakeholders at institutional, national, European and global level. In order to further reinforce and expand its advocacy role, the association continued its dialogue with higher education and research policy makers at the European Commission and Parliament, while also establishing and cultivating contacts with services and officials responsible for policy development in other areas relevant to university activities (employment, trade, digital agenda and others). EUA also continued to cooperate and, wherever appropriate, coordinate its advocacy activities with national associations and key partner networks. Based on the results of its Europe-wide projects, studies, reports and membership consultations, EUA promoted the sector's view on a broad range of topics, including research allocations in the EU budget, data protection legislation and international trade agreements. In late 2014 the association also kicked off its Europe-wide campaign on the European Commission's proposed Investment Plan, which mobilised members across Europe and achieved considerable media coverage.

Meanwhile, the EUA President, Board members, Secretary General and staff participated in meetings and events across Europe and further afield, to ensure that members, policy makers and other higher education stakeholders were kept informed of the outcomes of EUA's

work. EUA itself organised nearly 40 events in 2014, including, for the first time, webinars for its membership.

EUA continued to issue regular direct mailings to its membership. A number of briefing memos were disseminated to provide members with specific information on key developments, including open access, recognition of professional qualifications and the TTIP and TiSA trade agreements. EUA's fortnightly E-newsletter reached an audience of around 12,000 subscribers by the end of 2014.

In parallel, EUA has strengthened its impact on higher education and research media, gaining regular coverage across Europe and further afield. In 2014 around 30 press releases were issued and EUA experts were regularly interviewed and featured in different media on a wide range of issues such as MOOCs, the impact of rankings, funding, doctoral education and progress in the European Research Area. Several editorials were also submitted to magazines, newspapers and online news outlets. By the end of the year, EUA's Twitter account reached approximately 2,000 followers.

Looking ahead to 2015, EUA will launch a new website with a revised layout and new features in order to give members easier access to resources and information.



SECTION 2: EUA as an Organisation

EUA has around 850 members in nearly 50 European countries, making it the most comprehensive and representative body of European universities. 17 million students are enrolled at EUA member institutions. Membership is comprised of both individual universities, around 800 in total, and collective bodies of universities (including 33 national rectors' conferences, university associations and five associations or networks of higher education institutions). EUA also has 26 affiliates ranging from universities outside of Europe to research bodies and other partner organisations with which the association has close links. This diverse membership and the mix of individual and collective members are unique in Europe. This section focuses on EUA's organisational structures (including an overview of its governing bodies: Board, Council and General Assembly), on the Brussels-based EUA Secretariat, and on membership development in 2014.

A: EUA Board

The EUA Board consists of nine members, including the EUA President, who chairs the Board. It meets at least three times a year and is responsible for the preparation and implementation of the association's policy, the planning of its activities and the management of its affairs.

Board members in 2014

Prof. Maria Helena Nazaré (President)	University of Aveiro
Prof. David Drewry (Vice-President)	University of Hull
Prof. Lauritz B. Holm-Nielsen (Vice-President)	University of Aarhus
Prof. Gülay Doğu Barbarosoğlu	Boğaziçi University
Prof. Esther Giménez-Salinas	Ramon Llull University
Prof. Václav Hampl	Charles University
Prof. Kristín Ingólfssdóttir	University of Iceland
Prof. Stefano Paleari	University of Bergamo
Prof. Margret Wintermantel	DAAD (Germany Academic Exchange Service)

B: EUA Council

The EUA Council comprises the EUA Board and the Presidents of EUA's full collective members (33 national rectors' conferences), or their nominated representatives. In 2014, Council met three times to discuss and define EUA's priorities.

Council members as of January 2014

Austria	Prof. Heinz Engl	Permanent Representative, Universities Austria
Belgium	Prof. Albert Corhay	President, Rectors' Conference, French Community of Belgium
Belgium	Prof. Paul De Knop	President, Flemish Interuniversity Council
Croatia	Prof. Pero Lucin	President, Croatian Rectors' Conference
Cyprus	Prof. Michalis Attalides	President, Cyprus Rectors' Conference
Czech Republic	Prof. Zdeněk Kůs	Permanent Representative, Czech Rectors' Conference
Denmark	Prof. Ralf Hemmingsen	President, Universities Denmark
Estonia	Prof. Volli Kalm	President, Universities Estonia
Finland	Prof. Kalervo Väänänen	President, Universities Finland – UNIFI
France	Prof. Jean-Loup Salzmann	President, Conference of University Presidents
Germany	Prof. Horst Hippler	President, German Rectors' Conference
Greece	Prof. Konstantine Gatsios	President, Athens University of Economics and Business
Holy See	Prof. Luis Romera	President, Conference of Rectors of Roman Pontifical Universities
Hungary	Prof. József Bódis	President, Hungarian Rectors' Conference
Iceland	Prof. Jon Atli Benediktsson	Permanent Representative, National Rectors' Conference in Iceland
Ireland	Dr Michael Murphy	Representative, Irish Universities Association
Italy	Prof. Gianmaria Ajani	Permanent Representative, Conference of Italian University Rectors
Latvia	Prof. Arvids Barševskis	President, Latvian Rectors' Council
Lithuania	Prof. Alfonsas Daniunas	President, Lithuanian University Rectors' Conference

Luxembourg	Prof. Rainer Klump	President, University of Luxembourg
Netherlands	Dr Karl Dittrich	President, Association of Universities in the Netherlands
Norway	Prof. Ole-Petter Ottersen	President, Norwegian Association of Higher Education Institutions
Poland	Prof. Wieslaw Banys	President, Conference of Rectors of Academic Schools in Poland
Portugal	Prof. António Cunha	President, Portuguese National Conference of Rectors
Romania	Prof. Sorin Cimpeanu	President, Romanian Council of Rectors
Serbia	Prof. Vladimir Bumbasirevic	President, Conference of the Universities of Serbia
Slovak Republic	Prof. Rudolf Kropil	President, Slovak Rectors' Conference
Slovenia	Prof. Ivan Svetlik	President, Slovenian Rectors' Conference
Spain	Prof. Manuel José López Pérez	President, The Conference of the Rectors of the Spanish Universities
Sweden	Prof. Helen Dannetun	President, Association of Swedish Higher Education
Switzerland	Prof. Martine Rahier	President, swissuniversities
Turkey	Prof. Yekta Saraç	President, Council for Higher Education
United Kingdom	Prof. Sir Christopher Snowden	President, Universities UK

C: General Assembly

The General Assembly, comprised of the representatives of all member universities and rectors' conferences, meets at least once per year. Only full members are entitled to vote.

The last General Assembly was held in April 2014 at the Free University of Brussels (ULB). Members discussed the 2014/15 work programme and the 2013 annual report and approved EUA's budget and membership fees.

D: The EUA Secretariat in Brussels (December 2014)

The EUA Secretariat of nearly 40 staff, headed by the Secretary General, ensures the daily management and implementation of all EUA activities.

Secretary General's Office

Lesley Wilson – Secretary General

Sue Pavis – PA to the Secretary General

Monika Steinel – Policy Analyst

Isabelle Damman – HR Manager

Isabelle Deneyer – Administrative Assistant

Research & Innovation

Lidia Borrell Damian – Director

Joana Lourenço – Project Officer

Lennart Stoy – Project Officer

Minna Peltola – Administrative Assistant

Governance, Funding & Public Policy Development

Thomas Estermann – Director

Enora Bennetot Pruvot – Programme Manager

Anna-Lena Claeys-Kulik – Project Officer

Peter Mason – Project Officer

Isabel Silva – Administrative Assistant

Higher Education Policy

Michael Gaebel – Director

Elizabeth Colucci – Programme Manager

Nina Kind – Project Officer

Henriette Stöber – Project Officer

Gemma Fagan – Administrative Assistant

Institutional Development

Tia Loukkola – Director

Thomas Jørgensen – Deputy Director/CDE

Alicja Bochajczuk – Project Officer/IEP

Joanne Byrne – Project Officer/CDE

Anna Gover – Project Officer/QA

Francesca Maltauro – Project Officer/EUA Solutions

Caroline Marissal – Administrative Assistant

Communications, Marketing & Events

Ulrike Reimann – Director

Andrew Miller – Deputy Director of Communications and Press Officer

Rupinder Kaur Arora – Communications Officer

Annamaria Trusso – Editor

Sabien De Hanscutter – Events Coordinator

Arianna Palomba – Events Assistant

Aurélie Clenet – Events and Database Assistant

Alice Amah – Office Assistant

Administration & Finance

Julien Georis – Manager, Finance and Administration

Priscila Alves Nardoto – Accountant

Caroline Marquet – Accountant/Internal Control Officer

Antonio Stinelli – Project Accountant

EUA Senior Advisers

Andrée Surssock – Senior Adviser, Higher Education Policy

Hanne Smidt – Senior Adviser, Higher Education Policy

Howard Davies – Senior Adviser, Higher Education Policy

Alexandra Bitusikova – Senior Adviser, Council for Doctoral Education (EUA-CDE)

John Smith – Senior Adviser

EUA Project Experts

Rita Morais – Research & Innovation

Veronika Kupriyanova – Higher Education Policy

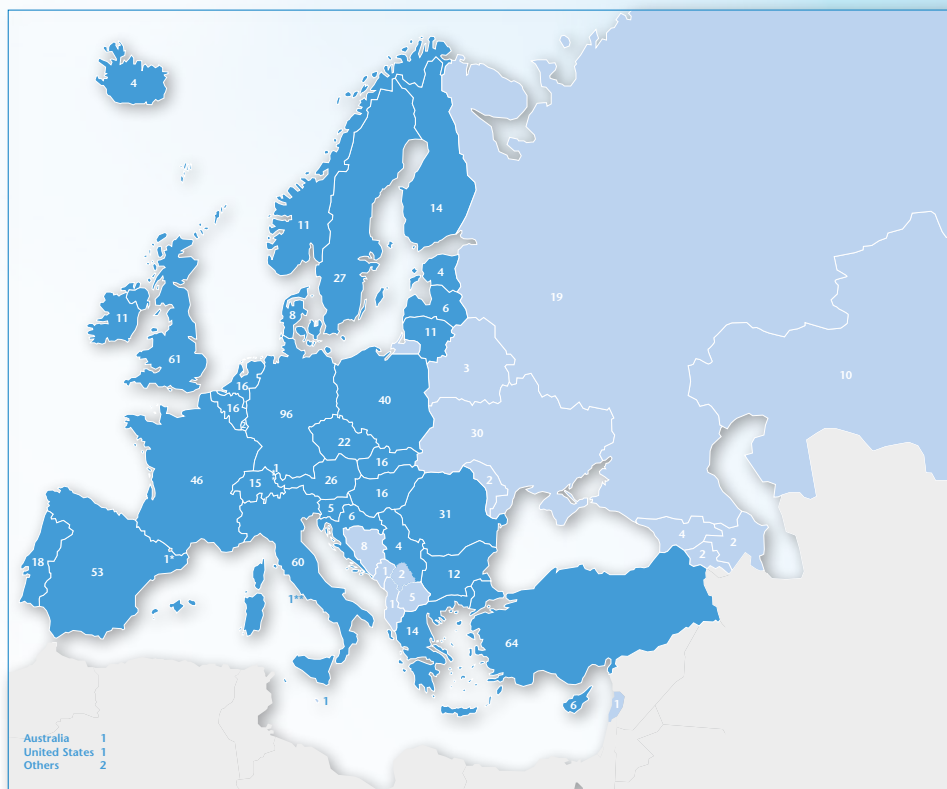
E: Membership development in 2014

In 2014 the Association welcomed **16** new members, which are listed below, while 31 members resigned or were excluded from the organisation for non-payment of membership fees.

At the end of December 2014, EUA counted **830** members:

- 712 Individual full members
- 33 Collective full members
- 55 Individual Associate member
- 5 Collective Associate members
- 25 with Affiliate status

EUA Membership map as in May 2015



- Countries with EUA collective full members
- Countries with no EUA collective full members
- 1 Members per country including affiliates
- * Andorra
- ** Holy See
- *** Liechtenstein

For a full list of EUA members, please see

www.eua.be/eua-membership-and-services/Home/members-directory.aspx

New Individual Full Members

Ernst Moritz Arndt University of Greifswald (Germany)

M. Auezov South Kazakhstan State University (Kazakhstan)

University of Madeira (Portugal)

Bulent Ecevit University (Turkey)

University of Ulster (UK)

University of Banking of the National Bank of Ukraine (Ukraine)

National Transport University (Ukraine)

National University of Civil Protection of Ukraine (Ukraine)

New Individual Associate Members

International University of Sarajevo (Bosnia and Herzegovina)

Almaty Technological University (Kazakhstan)

Academician E.A. Buketov Karaganda State University (Kazakhstan)

S. Toraighyrov Pavlodar State University (Kazakhstan)

Kristianstad University (Sweden)

Istanbul Kultur University (Turkey)

Beykent University (Turkey)

New Affiliates

Scholars at Risk (USA)

The following institutions **merged** in 2014:

University of Bordeaux 1 – Science and Technology, University of Bordeaux IV, and Victor Segalen Bordeaux 2 University became **Bordeaux University**.

Université de Haute Alsace merged with the University of Strasbourg.

SECTION 3: Financial Statements and Accounts

Fernand Maillard & C^o

REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

Société civile à forme commerciale de droit
Belge/Belgisch vennootschap met handelsvennoot van in h.a.
Rue de la Vignette / Kleine Wigpandstraat 179 b 2 - 1160 Brussels / Brussel - T 02 673 22 22 - F 02 675 05 46
Member firm of GIE Audit Support Belgium RM^o

European University Association
Association Européenne de l'Université
ASBL
Avenue de l'Yser 24
1040 BRUSSELS

Brussels, 11th May 2015

Our ref.: FM/apr/15.2303

Dear Sir/Madam,

Concern: Certification of the 2014 financial statements

I should like to thank you for entrusting me with the responsibility of auditing your 2014 accounts.

In order to fulfil this engagement, I have been provided with all accounting documents (bank account extracts, transfer slips, supporting documents in of all kinds such as salary slips, supplier breakdowns, invoices, etc.) as well as accounting records and annual financial statements from prior years (including the corresponding accounting documents).

I have also been provided with financial documents relating to the early part of 2015. All my requests for additional information in connection with these various documents and all the association's activities have been answered unreservedly.

Based on the preceding, I have been able to confirm that the principle of continuity of measurement rules has been observed. Internal control is organised in an adequate manner relative to the size of the organisation, and there appear to be no notable gaps in the administrative and general organisation.

In relation to grants, I have not identified any duplicate subsidisation of costs and expenditure by the public authorities. Breakdowns and documents in support of grants still have to be subjected to the usual checks by the relevant authorities in place, who will confirm the final grants and eligible expenditure. In light of the information received, I am working on the assumption that the accounts reflect the opinion of the subsidising authorities in this regard.

IS/Solobex_endreccentral/COURBER/0152 FM/152/03 EUA Rapport Certification 2014

Siège social / Maatschappijhoofd kantoor - Avenue de Nivelles 107 - 1300 Wavre (Limée) - T/F +32 (0)40 41 19 28
RPM / RPR - Nivelles - TVA / BTW - BE 0 439 028 104
Banque / Bank - 068.2198397-75 - IBAN: BE01-0682-198-3975 - BIC: GKCCBB33
Member firm of GIE Audit Support Belgium RM^o 2014



OGH Expertises

OGH Expertises Comptables et Fiscales SA
114, rue du Rhône
Case Postale 3174
1211 Genève 3
tel: +41 (0)22 785 07 73
fax: +41 (0)22 786 41 91
mail: info@ogh.ch

Président de l'OGH depuis 2017
Membre de la Chambre Belge des
Reviseurs de la Chambre Belge des

Report of the auditors
to the Members of

EUA, European University
Association, Geneva

As of December 31st, 2014

As auditors of EUA, European University Association, Geneva, we have audited the accounting records and the financial statements (balance sheet, profit and loss account) for the year ended December 31st, 2014.

These financial statements are the responsibility of the EUA secretariat. Our responsibility is to perform a limited statutory examination of these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the company's articles of incorporation.

Geneva, February 10, 2015

OGH Expertises
Comptables et Fiscales SA
Ingo GIANNI
Auditeur en charge
Swiss Chartered Accountant

Fernand Maillard & C^o

REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

CERTIFICATION

The annual financial statements ruled off as at 31 December 2014 under the responsibility of the Board of Directors, comprising the balance sheet and income statement, show a balance sheet total of € 6,116,144.27 and a 2014 financial statement with a net result of € 0.00.

In conclusion, I certify that these financial statements, comprising the balance sheet and income statement as at 31 December 2014, provide a true and fair view of the association's assets and income, and do not include any material errors.

Fernand Maillard
Auditor
Manager of Soc Civ SPRL Fernand Maillard & Co



IS/Solobex_endreccentral/COURBER/0152 FM/152/03 EUA Rapport Certification 2014 EN docx
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Member firm of GIE Audit Support Belgium RM^o 2014

PROFIT AND LOSS all euros	ACTUALS			
	31.12.2014		31.12.2013	
INCOME	Geneva	Brussels	Total	Total
Membership Fees	3,141,142	0	3,141,142	3,114,994
EUA Council for Doctoral Education (CDE)	298,394	0	298,394	276,792
sub total Membership Fees	3,439,536	0	3,439,536	3,391,786
Grants & Subventions	0	0	0	0
EC Projects	0	1,760,327	1,760,327	1,401,958
IEP Projects	451,891	0	451,891	322,525
IEP Romania	0	253,462	253,462	469,200
Other Projects	26,922	62,616	89,539	243,331
sub total Projects	478,814	2,076,405	2,555,219	2,437,014
Financial and Other	11,026	84,807	95,833	51,006
Income transferred from GVA to BXL	-3,202,876	3,202,876	0	
Total Income	726,499	5,364,089	6,090,588	5,879,806
EXPENSES	Geneva	Brussels	Total	Total
EC Projects	0	1,751,764	1,751,764	1,552,111
IEP Projects	294,489	157,356	451,845	301,608
IEP Romania	0	555,191	555,191	481,572
Other Projects	187,626	130,243	317,869	341,713
EUA Council of Doctoral Education (CDE)	3,614	399,498	403,112	191,803
EUA Projects Development	0	0	0	130,000
sub total Projects	485,730	2,994,052	3,479,782	2,998,808
Salaries				
Staff Expenses	89,838	2,551,680	2,641,518	3,159,290
Provision Sal & Soc Chg	100,000	251,377	351,377	162,559
Fees	52,199	270,317	322,516	243,147
sub total Salaries	242,037	3,073,374	3,315,410	3,564,995
Recharged Salaries to EC Projects	0	-368,608	-368,608	-492,890
Recharged Salaries to IEP Projects	-35,231	-157,356	-192,587	-98,228
Recharged Salaries to IEP Romania	0	-284,599	-284,599	-470,843
Recharged Salaries to CDE	-52,847	-130,243	-183,090	-214,487
Recharged Salaries to Other Projects	0	-253,192	-253,192	-111,962
sub total Recharged Salaries	-88,078	-1,193,999	-1,282,077	-1,388,411
Info & Communications	0	34,504	34,504	27,631
Office Costs				
Rent/Building Depreciation	0	67,062	67,062	68,066
Utilities	0	19,358	19,358	24,090
Office Maintenance	0	143,612	143,612	19,415
sub total Office Costs	0	230,032	230,032	111,571
Core Expenses				
Travel & Meetings	0	114,878	114,878	149,509
Books and Periodicals	0	14,809	14,809	17,214
Printed Material	34	11,460	11,494	2,627
Copying	0	2,223	2,223	1,997
IT & Office Supplies	0	23,850	23,850	29,716
Insurances	215	11,261	11,476	16,002
Postage	241	454	695	2,046
Telephone, Fax	0	28,550	28,550	33,208
Fees , legal, audit, translation	7,496	10,179	17,674	21,833
IEP Evaluation	0	0	0	36,363
Other Expenses	563	57,778	58,340	124,923
sub total Core	8,548	275,440	283,988	435,439
Depreciation	0	30,608	30,608	31,576
Financial Expenses	3,372	-2,559	814	11,544
sub total Depr & Bank & W/O	3,372	28,049	31,422	43,119
Recharged Expenses to EC projects	0	-77,363	-77,363	-34,922
Recharged Expenses to EUA projects	0	0	0	-3,172
Total Expenses	651,608	5,364,089	6,015,698	5,755,059
Result surplus/(Deficit)	74,890	0	74,890 €	124,747 €

BALANCE SHEET	ACTUALS			
	all euros		31.12.2013	
ASSETS	Geneva	Brussels	Total	Total
FIXED ASSETS				
Building	0	2,825,800		
Office Equipment	0	61,457		
	0	2,887,257	2,887,257	2,973,709
RECEIVABLES				
European Commission	0	73,101		
Membership	333,775	0		
Debtors	189,152	426,044		
Inter Company account	1,216,054	0		
	1,738,981	499,145	2,238,126	4,411,335
CASH				
Bonds and Shares	0	51,146		
Term accounts	3,083,274	1,869		
Bank (Business Accounts)	298,939	1,363,931		
Cash at Hand	0	595		
	3,382,213	1,417,541	4,799,754	3,742,910
PREPAID EXPENSES	10,493	64,481	74,974	43,613
INCOME RECEIVABLE	5,526	1,247,720	1,253,246	2,291,107
TOTAL ASSETS	5,137,212	6,116,144	11,253,356	13,462,673
LIABILITIES	Geneva	Brussels	Total	Total
OWN FUNDS				
Own funds carried forward	1,002,087	125,325		
Dedicated funds:				
Social reserve	510,000	550,000		
Projects Development reserve	630,000	520,000		
Result Current Year 2014	74,890	0		
	2,216,977	1,195,325	3,412,302	3,237,411
PROVISIONS & ACCRUED EXPENSES				
Provision for doubtful debts	303,275	0		
Provision for building upgrade	0	50,000		
Accrued Holiday Allowance	0	251,377		
Other Accrued Expenses	0	151,717		
	303,275	453,093	756,368	907,745
PAYABLES				
European Commission	0	2,632,141		
Payables	55,551	574,240		
Inter Company account	0	1,216,054		
	55,551	4,422,435	4,477,986	6,967,781
DEFERRED INCOME	419,437	45,292	464,729	252,747
INCOME / FEES RCVD IN ADV	2,141,972	0	2,141,972	2,096,988
TOTAL LIABILITIES	5,137,212	6,116,144	11,253,356	13,462,673

NOTE	31.12.2014		31.12.2013	
ASSET BLOCKED AS GUARANTEE	0	1,800	1,800	1,800
GUARANTEES ISSUED FOR EC PROJECTS	0	1,158,459	1,158,459	1,158,459

NOTE:

Total projects are broken down as follows: EC projects € 1,751,764, EUA projects for € 1,728,018, EC projects include EUA salaries € 368,608 and Partners salaries for € 396,790; Travel: EUA € 38,284 and Partners travel for € 585,167; Other € 362,915.

EUA projects expenses include salaries € 913,469, Travel € 329,707, Other € 484,842

ANNEXES

Annex 1: EUA Events in 2014

7th EUA-CDE Workshop

Outcomes of Doctoral Education – Mindset, Research, Innovation

Hosted by Dokuz Eylül University, Izmir, Turkey

23-24 January 2014

1st ALISIOS Workshop

Brazil-Europe higher education cooperation: Lessons and opportunities from Science without Borders and beyond

Hosted by Saint-Louis University, Brussels, Belgium

29-30 January 2014

EUA New Year Reception

EUA, Brussels, Belgium

30 January 2014

FRINDOC Project Induction seminar

Framework for the Internationalisation of Doctoral Education

Hosted by the University of Bergen, Norway

13-14 February

DEFINE Project Focus Group

Designing strategies for efficient funding of higher education in Europe

- **“Performance-based Funding”**

Hosted by Copenhagen Business School, Copenhagen, Denmark

19-20 February 2014

- **“Merger Processes”**

Hosted by Aalto University, Helsinki, Finland

28-29 April 2014

- **“Excellence Schemes”**

Hosted by University of Erlangen Nuremberg, Erlangen, Germany

11-12 June 2014

ATHENA Workshop Armenia

Fostering Sustainable and Autonomous Higher Education Institutions

Hosted by Yerevan State University, Yerevan, Armenia

6 March 2014

Breakfast Briefing E4 (ENQA, ESU, EUA, EURASHE) in cooperation with Education International, BUSINESSEUROPE and the European Quality Assurance Register for Higher Education (EQAR)

Launch of the initial proposal for the revised European Standard and Guidelines for Quality Assurance (ESG)

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

18 March 2014

EUA Annual Conference 2014

Changing Landscapes in Learning and Teaching

Hosted by Université libre de Bruxelles (ULB), Brussels, Belgium

3-4 April 2014

MPPC project workshops

Mobility Policy – Practice Connect

- **“Outgoing mobility policy and practice in universities”**

Hosted by the French Rectors’ Conference, Paris

7-8 April 2014

- **“Incoming mobility of students and staff”**

Hosted by the Lithuanian Rectors’ Conference, Vilnius

7-8 May 2014

- **“Taking stock of strategies and actions. Internationalisation of Hungarian higher education”**

Hosted by the Hungarian Rectors’ Conference, University of Szeged

21-22 May 2014

ATHENA Project Training seminars

Fostering Sustainable and Autonomous Higher Education Systems in the Eastern Neighbouring Area

- **“Financial Management”**

Hosted by the University of Helsinki, Finland

30 April 2014

- **“Governance Reforms”**

Hosted by the University of Coimbra, Portugal

3 November 2014

RISP Project Roundtable

Rankings in Institutional Strategies and Processes

Brussels, Belgium

5 June 2014

2nd Arab-Euro Conference on Higher Education

Strengthening Arab-Euro University Collaboration: The importance of regional mobility

Organised jointly by the Princess Sumaya University for Technology (PSUT), EUA, University of Barcelona and the Association of Arab Universities (AARU)

Held in Amman, Jordan

10-12 June 2014

7th EUA-CDE Annual Meeting

Doctoral Education: Thinking globally, acting locally

Hosted by University of Liverpool, United Kingdom

19-20 June 2014

Smart Specialisation Platform – Conference

Mobilising Europe's Universities for Smart Specialisation

Hosted by the European Commission, Brussels, Belgium

20 June 2014

Trans-Atlantic Dialogue 2014

Higher education in the public eye: Reputation, public opinion and accountability. Joint leadership dialogue of EUA, the American Council for Education (ACE) and the Association of Universities and Colleges of Canada (AUCC)

Held in Toronto, Canada

27-30 June 2014

IEP 20th Anniversary Event

The Institutional Evaluation Programme at Twenty

Hosted by the Representation of the State North Rhine-Westphalia to the European Union, Brussels, Belgium

18 September 2014

2nd EUA Funding Forum

Strategies for Efficient Funding of Universities

Hosted by the University of Bergamo, Italy

9-10 October 2014

IEP Annual Seminar

Porto, Portugal

2-3 October 2014

Launch Event 'U-B Tool'

Web-based tool for University-Business Research Cooperation – the 'U-B Tool'. Project reports on research cooperation and knowledge transfer

Hosted by the Mission of Norway to the European Union, Brussels, Belgium

4 November 2014

RISP Launch Event

Presentation of the RISP project results

Hosted by CLORA, Brussels, Belgium

6 November 2014

Consultations on doctoral education policy initiative

Doctoral Education: The Shape of Things to Come. "Open science and open education"

Hosted by EUA, Brussels, Belgium

13 November 2014

9th European Quality Assurance Forum

Changing education – QA and the shift from teaching to learning

Hosted by the University of Barcelona, Spain

13-15 November 2014

EUA/EFQUEL Webinars

Recognition of Open Learning in Higher Education

19 November and 17 December 2014

Workshop on the Doctorate in the Arts

Hosted by the University of Lausanne, Switzerland

28 November 2014

Joint EIRMA-EARTO-EUA Workshop

Responsible Partnering: Science and Business Research Collaboration in Europe Today

Brussels, Belgium

3 December 2014

Annex 2: EUA Publications in 2014



Working together to take quality forward:

A selection of papers from the 8th European Quality Assurance Forum

http://eua.be/Libraries/Publications_homepage_list/EUA_EQAF_Publication_web.sflb.ashx



EUA Annual Report 2013

http://eua.be/Libraries/Publications_homepage_list/EUA_Annual_Report_2013_QO.sflb.ashx



A twenty-year contribution to institutional change.

EUA's Institutional Evaluation Programme

http://eua.be/Libraries/Publications_homepage_list/20_years_of_IEP.sflb.ashx



European Universities in the European Research Area:

Building on Strengths.

EUA 2014 ERA Progress Report

http://eua.be/Libraries/Publication/2014_EUA_MoU_report.sflb.ashx



Open Access to Research Publications: Looking Ahead.

An overview of policy developments and positions from a European university perspective,

by Lidia Borrell Damian and Joana Lourenço

http://eua.be/Libraries/Publication/OA_Briefing_Paper_Final.sflb.ashx



Connecting mobility policies and practice: Observations and

recommendations on national and institutional developments in Europe,

by Elizabeth Colucci, Irina Ferencz, Michael Gaebel and Bernd Wächter

http://eua.be/Libraries/Publications_homepage_list/EUA_MPPC_Mobility_policies_Web.sflb.ashx



University-Business Collaborative Research: Goals, Outcomes and New

Assessment Tools, by Lidia Borrell-Damian, Rita Morais and John H. Smith

http://eua.be/Libraries/Publications_homepage_list/EUA_EUIMA_Publication_web.sflb.ashx



Rankings in Institutional Strategies and Processes: Impact or Illusion?, by

Ellen Hazelkorn, Tia Loukkola and Thérèse Zhang

(also available in French)

http://eua.be/Libraries/Publications_homepage_list/EUA_RISP_Publication.sflb.ashx



E-learning in European Higher Education Institutions. Results of a mapping

survey conducted in October-December 2013, by Michael Gaebel, Veronika

Kupriyanova, Rita Morais and Elizabeth Colucci

http://eua.be/Libraries/Publication/e-learning_survey.sflb.ashx



DEFINE thematic report: Funding for Excellence,

by Enora Bennetot Pruvot and Thomas Estermann

http://eua.be/Libraries/Publication/DEFINE_Funding_for_Excellence.sflb.ashx



EUA Occasional Papers – MOOCs – January 2014,

by Michael Gaebel

http://eua.be/Libraries/Publication/MOOCs_Update_January_2014.sflb.ashx



ALFA PUENTES: University associations in Latin America – a snapshot

http://eua.be/Libraries/ALFA-PUENTES/unive_booklet_snapshot_en.sflb.ashx

(TRESAL Report: also available in Spanish)

Annex 3: EUA Projects in 2014

All projects are supported by funding from the European Commission unless otherwise stated. (*)

ALFA-PUENTES: Building Capacity of University Associations in fostering Latin American regional integration (2011-2014)

www.eua.be/alfa-puentes

ALISIOS: Academic Links and Strategies for the Internationalisation of the Higher Education Sector (2013-2015)

www.eua.be/alisios

ATHENA: Fostering Autonomous and Sustainable Higher Education Systems in the Eastern Neighbouring Area (2012-2015)

www.athena-tempus.eu

DEFINE: Designing Strategies for Efficient Funding of Higher Education in Europe (2012-2015)

www.eua.be/define

EUREQA: Empowering Universities to Fulfil Their Responsibility for Quality Assurance (2012-2015)

www.eureqa-tempus.eu

FRINDOC: Framework for the Internationalisation of Doctoral Education (2012-2015)

<http://eua.be/FRINDOC.aspx>

MPPC: Mobility Policy-Practice Connect (2013-2014)

www.eua.be/mppc

Public Funding Observatory

www.eua.be/publicfundingobservatory

Responsible Partnering Initiative

www.eua.be/eua-work-and-policy-area/research-and-innovation/Responsible-Partnering-Initiative.aspx

RISP: Rankings in Institutional Strategies and Processes (2012-2015)

www.eua.be/risp

Trends in European Higher Education (2013-2015)*

www.eua.be/trends

UNI-SET: Mobilising the Research, Innovation and Educational Capacities of Europe's Universities in the SET-Plan (2014-2017)

www.eua.be/eua-projects/current-projects/uni-set.aspx

European University Association

annual report 2014

The European University Association (EUA) is the representative organisation of universities and national rectors' conferences in 47 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 its members and a range of other European and international organisations EUA ensures that the independent voice of European universities is heard wherever decisions are being taken that will impact on their activities.

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