

European University Association

annual
report
2015



EUA

European University Association

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Contents

| | |
|---|-----------|
| Message from the President | 4 |
| Foreword from the Secretary General | 6 |
| SECTION 1: EUA Activities in 2015 | 8 |
| SECTION 2: EUA as an Organisation | 25 |
| A: EUA Board | 25 |
| B: EUA Council | 26 |
| C: General Assembly | 28 |
| D: The EUA Secretariat in Brussels (December 2015) | 28 |
| E: Membership development in 2015 | 30 |
| SECTION 3: Financial Statements and Accounts | 32 |
| ANNEXES | 35 |
| Annex 1: EUA Events in 2015 | 35 |
| Annex 2: EUA Publications in 2015 | 39 |
| Annex 3: EUA Projects in 2015 | 42 |
| Annex 4: Steering Committees | 44 |
| Annex 5: Research Policy Working Group Membership | 45 |

Message from the President



When I was elected EUA President in April 2015, the challenge was to identify the guiding themes and key objectives for my four-year term among the plethora of priorities that universities need to address as part of their diverse missions. After having thought about it and discussed it with my Board colleagues – a group of talented people with an array of different skills and attributes – we agreed that EUA's core mission should be to promote and reinforce universities in fulfilling their responsibility to society at a time when Europe is facing many challenges and integration is under pressure.

We have to contend with continued social and economic crises, instability is rife in our Eastern and Southern neighbourhoods, and we are experiencing an unprecedented flow of migrants and refugees into Europe. All these elements concern universities and require responses from them, as institutions that develop knowledge, promote research and innovation and prepare our youth for a life in a society based on tolerance and respect. At the same time the long-term value added by universities, both in terms of direct economic impact and intangible contributions to society, is undeniable.

Therefore, my main objective, also in the coming years, will be to work with EUA to show the purpose and value of universities' achievements in research, teaching and service to society. In order to argue for the societal relevance of Europe's universities, we need to strengthen our impact. However, in doing this, we need to bear in mind that while politics seek to solve urgent societal problems with measures that lead to quick results, universities insist on the more long-term solution of educating broadly knowledgeable, professionally well-prepared, and ethically buttressed young people to be the backbone of a successful society.

This means further reinforcing EUA's advocacy role, in particular at the EU level. Hence I have spent time over the past months meeting with influential and high-level players in the European Commission, such as Jyrki Katainen and Tibor Navracsics, in order to better understand and explain how universities can contribute more to addressing European challenges. In parallel I have worked to strengthen relations, and will continue to do so, with other science organisations such as the European Research Council (ERC).

Building alliances is important in preparing for the future and in campaigning for maintaining higher education and research budgets at a time when there are many claims upon European funding. This will continue to be a challenge in the coming years, as it was in 2014 and 2015 when funds were diverted from core research budgets to the fledgling European Fund for Strategic Investments (EFSI). EUA has already begun preparatory work to ensure the most favourable framework conditions for universities in the future, for example, through its member consultation for the mid-term review of Horizon 2020 and Erasmus+. These efforts will continue and intensify in 2016.

Thus a good start has been made, but we need to do more. EUA is an exceptional organisation, with its twin pillars of national associations of universities and its great diversity of university members across 47 systems. Working together, the Association has the potential to support and strengthen both its members and their impact.

Looking back over my first year as President it only remains for me to thank EUA's members for their continuing support, and the Secretary General and her staff in the Brussels Secretariat whose hard work underpins EUA's many achievements.



Rolf Tarrach

EUA President

Foreword from the Secretary General



2015 was a very special year for EUA. The major political, economic and societal challenges, including massive inward migration, weakening European solidarity and growing marginalisation and radicalisation, have been reflected in and had an impact on the life and work of the Association. EUA found itself increasingly addressing questions related to the defence of university values this year, for example by issuing responses to attacks on freedom of expression, violence against students and staff worldwide and Europe's refugee crisis.

In the first week of the New Year 2015, Europe was shaken by the Charlie Hebdo attack in Paris that prompted EUA to support the statement issued by the French Rectors' Conference, reaffirming the primacy of freedom of expression as a core university value. Also in January, EUA endorsed the "Principles of State Responsibility to Protect Higher Education" promoted by the Global Coalition to Protect Education from Attack. This initiative focuses on affirmative, public recognition of the ongoing and widespread problem of attacks on higher education. It also calls on states to protect their higher education sectors and communities from attack, improper external influence and intimidation.

Just a few months later, in April, terrorists attacked Garissa University College in Kenya killing 147 students and wounding dozens more. EUA rallied universities from all corners of Europe to observe one minute's silence in remembrance of those affected by the Garissa attack and by other attacks on universities and university values around the world. EUA worked through the campaign to draw attention to the reality that attacks continue to happen all too often and to call on universities to unite in solidarity against violence towards education.



Later in the year, EUA launched its “European Universities for an Open World” campaign, calling on universities to reaffirm their commitment to the fundamental values of openness, tolerance and solidarity. As a part of this campaign, EUA began work on its “Refugees Welcome Map”. Students, academics and university staff are among the refugees arriving in Europe every day, and the Welcome Map is designed to show how higher education institutions across Europe are responding to and accommodating these refugees.

Just days after the Open World campaign launch, the 13 November Paris terrorist attacks took place. Students, teachers and researchers were among the 130 victims. EUA responded with a message of solidarity to the French Rectors’ Conference echoing their message “#Universitédebout – #NousSommesUnis.”

Feedback from the university community shows that these new EUA activities, and the Association’s broad communication in defence of university values are of great importance to EUA members, and we will continue to address them in the course of the coming year alongside the other important priorities of EUA detailed in the present Annual Report.



Lesley Wilson

EUA Secretary General

SECTION 1: EUA Activities in 2015

EUA Activities in 2015

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 all activities carried out on behalf and in support of European universities in 2015. For more comprehensive information on EUA projects, events and publications, please refer to the annexes of this report and to the EUA website.

EUA Stands up for University Values

In 2015, even more than in the past, EUA felt the need to stand up for university values in light of the political, economic and societal challenges facing Europe and the world. Some of EUA's main activities in this area deal with defending freedom of expression; assisting students and scholars affected by Europe's refugee crisis; insisting on the protection of higher education from violent attacks, improper external influence or intimidation; and campaigning to draw attention to the fact that these issues continue to affect higher education all too frequently.



EUA also worked to rally universities to unite in reaffirming their commitment to the fundamental values that they all share. An important example of this work came following the terrorist attack at Garissa University College in Kenya on 2 April killing 147 students. EUA encouraged all European universities to observe one minute's silence on 27 April in remembrance of those killed in and affected by the attack and by other attacks on universities and university values around the world.

Another example is the EUA campaign "European Universities for an Open World". Launched in November to protect university values against the backdrop of the ongoing refugee crisis, the campaign calls on universities and their communities to reassert their commitment to the fundamental values of openness, tolerance and solidarity, by opposing any form of

racism, discrimination or national stereotyping and by unreservedly committing to an open society.

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 took place in Yerevan, Armenia in May 2015. EUA participated in all BFUG working groups and contributed to the development of policy papers and reports adopted at the Ministerial Meeting, including the Bologna Implementation Report and Communiqué, which will shape the next phase of the Bologna Process.

The Ministerial Conference highlighted that university leaders tend to be more positive about the process today than they were some years ago. The Communiqué noted that significant change has taken place in European higher education institutions as a result of the Bologna Process and related national reforms. A major concern is that in many countries budget cuts combined with restricting autonomy, threaten to endanger quality and achievements and hinder further reform progress, in particular the goal of widening access and participation. These issues are also among the conclusions of the EUA Trends 2015 Report, which was launched in Yerevan.



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The Trends Report is a part of EUA's efforts to keep track and inform its members of important developments in learning and teaching. As many EHEA countries cope with the consequences of economic crises and negative demographic trends, the Report presents universities' perceptions of these changes, particularly in relation to learning and teaching. EUA surveyed more than 450 higher education institutions in 46 countries in order to outline the changing context in which higher education institutions operate, and the steps universities have taken to respond to this context as well as to other European and international trends.

Trends 2015 found that universities have adopted a stronger strategic focus on increasing and widening participation, and on enhancing the employability of graduates. The quality of learning and teaching is also receiving increased attention and support from academic staff and institutional leadership. In addition, the implementation of learning outcomes has continued to progress since 2010. The Trends 2015 results also confirm that quality assurance and internationalisation are top priorities for institutions, along with information and communication technology. EUA hosted a webinar on the Bologna Process in September and one on the Trends Report in November.



In 2015, EUA began work on the “European Forum for Enhanced Collaboration in Teaching” (EFFECT) project (2015-2018), which will facilitate the exchange of practices and experiences for teaching enhancement initiatives in different European countries. The project will bring together 12 partners from eight countries and will provide European-level policy recommendations in support of enhancing higher education teaching.

A number of European policy agendas impacted the higher education landscape in 2015. As part of its policy monitoring activities, EUA continued to follow the negotiations on the EU's bilateral trade agreements with third country partners and regions, notably with the US, and their potential impact for European universities. Talks on both the Transatlantic Trade and Investment Partnership (TTIP) and the Trade in Services Agreement (TiSA) have potentially significant implications for higher education institutions, as well as for regional and national systems within the EU and the European Economic Area. EUA published a background paper on TTIP in January 2014, which was followed by several updates in 2014 and 2015. It also published an EUA Council Statement on TTIP and TiSA in January 2015.

EUA also published a briefing note on the Recognition of Professional Qualifications in January 2015. The EU Directive on the Recognition of Professional Qualifications came into effect in 2014 and EUA produced a detailed briefing note for members which focuses on the key developments that had taken place over the previous year.

Other activities in 2015 focused on e-learning. EUA contributed to the Third European MOOCs Stakeholders Summit (EMOOCs 2015) in May at the Université catholique de Louvain campus in Mons, Belgium. The event gathered European policy makers, practitioners and researchers involved in Massive Open Online Courses (MOOCs).

In September, EUA issued a statement welcoming the EU's proposed revision of the Visa Directive. European universities require talent in order to sustain their high level of teaching and research, to keep Europe at the forefront of global knowledge creation and train highly qualified workers. EUA's statement stressed the importance of making entry to the EU as straightforward as possible for talented students and researchers.

Also in 2015, EUA underlined the importance of preserving rare disciplines in Europe. The EUA Council discussed the topic at its meeting in October and considered how threatened disciplines, which are crucial for scientific development and of major importance for Europe's cultural heritage, can best be preserved and maintained.

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

The development of policies and project activities at the European level to promote universities' pivotal role in research and innovation continued to be a key priority for EUA in 2015. 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 June 2015, EUA signed a new Joint Statement with the European Commission and the ERA Platform, renewing its commitment to strengthening the ERA.



Research and innovation were also at the heart of the 2015 EUA Annual Conference. Around 400 university leaders gathered in April at the University of Antwerp in Belgium for the event “European Universities in Research and Innovation: People, Policies and Partnerships”. The Conference addressed new opportunities for universities to increase their research capacity and impact society, as well as the challenges and pressures facing universities in delivering excellent research outputs and educational programmes.

A major outcome of the 2015 Annual Conference event was the EUA Antwerp Declaration, “A strategic agenda for universities: Developing strong institutions to advance the knowledge-based society”. The declaration is a result of extensive dialogue in the areas of research and innovation among EUA members, including discussions in Antwerp.

EUA’s policy activities in the area of research and innovation continued to be led in 2015 by the Research Policy Working Group (RPWG), which held regular working dialogues with representatives of European institutions and other European stakeholders. In 2015, the RPWG’s work included preparing a response to the EC’s consultation on the ex-post evaluation of the 7th Framework Programme (FP7), the EU Research and Innovation funding programme for 2007-2013. It also gave particular focus to developments in Open Access to research publications. In April 2015, EUA launched its Open Access Checklist, and began preparations for the EUA Roadmap on Open Access to Research Publications. In order to expand on the work of EUA’s Open Access taskforce, EUA formed the Expert Group on Science 2.0/Open Science in September 2015, which reports to the RPWG and the EUA Council.



In January, the EUA Council decided to continue activities in the field of Smart Specialisation (RIS3) as one of the core areas of EUA's work on research and innovation policy, and agreed to resume the work of the Expert Group on RIS3. It aims to support institutions in the implementation and follow-up of Smart Specialisation strategies, and to coordinate policy input to the EU institutions. The RIS3 Expert Group's activities started in November.

EUA also joined leading research and innovation experts at the ESADE Business and Law School in Barcelona for a two-day Science|Business Annual Summit to call for a research and innovation-based action plan against climate change. EUA participated in discussions and was a key voice in the Barcelona Climate Declaration, released on 20 November 2015.

In the field of energy research and education, EUA continued work on its UNI-SET project, which seeks to mobilise the research, innovation and educational capacities of Europe's universities in the field of energy.



In September, EUA presented the first European Atlas of Universities in Energy Research & Education, a compendium of European university-based Master, Doctorate and Research Programmes. The Atlas was developed by the EUA energy platform, the "European Platform of Universities in Energy Research & Education" (EUA-EPUE). In April, EUA and EUA-EPUE also signed a Memorandum of Understanding with the European Energy Research Alliance (EERA), thus enhancing their cooperation.

EUA's Council for Doctoral Education (EUA-CDE), an independent EUA membership service, gathered at the Aix-Marseille University in France in January for a thematic workshop on "Regional Engagement and Doctoral Education". In May, EUA-CDE hosted the Third Global Strategic Forum on Doctoral Education entitled "The Doctorate and the Talent Pipeline", at the University of Iceland in Reykjavik. Finally in June, 250 participants gathered at the Technische Universität München/TUM Graduate School in Munich, Germany for the EUA-CDE Annual Meeting on "The Future of Doctoral Education – where do we go from here?" The Annual Meeting provided input for a wider consultation with EUA-CDE members on future challenges to doctoral education entitled "The Shape of Things to Come". This consultation will result in a follow-up to the



Salzburg Principles and Recommendations to be published in 2016. In Munich, EUA also presented a report on the outcomes of the DOC-CAREERS II project.



Finally, 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 for collaborative research. In 2015, EUA promoted its U-B Tool under this initiative, a self-assessment tool for collaborative research partnerships.

3. Quality Management

Throughout 2015 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.

In May 2015, the revised version of the Standards and Guidelines for Quality Assurance in the EHEA (ESG) was approved at the Bologna Ministerial Conference in Yerevan, Armenia. This brought to a close the extensive revision process carried out by EUA with its partners in the E4 Group (ENQA, ESU and EURASHE) and in collaboration with Education International, BUSINESSEUROPE and EQAR. Following this, and to support its members in the transition to the ESG 2015, in September 2015 EUA published a paper entitled "ESG Part 1: Are Universities Ready?" The purpose

of the paper was to provide insight into current trends in internal QA in Europe and explore some of the challenges that institutions may face in meeting the expectations of the new version. EUA also held a webinar, “The ESG 2015 – consequences for universities” in October 2015.

Also in cooperation with the E4 Group EUA organised the 10th European Quality Assurance Forum (EQAF), which took place from 19 to 21 November in London and was hosted by the Quality Assurance Agency and UCL Institute of Education. With more than 500 participants, it was the largest EQAF to date and a fitting way to mark the 10th anniversary of the Forum. Under the title “Taking stock and looking forward”, EQAF reflected on the developments in QA and higher education over the past decade, from the introduction of the first edition of the ESG in 2005, to the formal launch of the European Higher Education Area (EHEA) in 2010, and the adoption of the revised version of the ESG in 2015.



In a further activity linked to the ESG and carried out with the E4 Group, EUA became a partner in the “Enhancing Quality through Innovative Policy and Practice” (EQUIP) project, which was launched in November 2015 and will run until 2018. The project aims to enhance quality in European higher education by supporting and promoting a consistent, efficient and innovative use of the ESG at a grassroots level. The project will identify challenges and barriers to the implementation of the ESG, and work collaboratively with stakeholders and policy makers to propose and share solutions through workshops, webinars and focus groups.

Also in the field of building capacity for internal QA and enhancing institutional quality cultures, EUA wrapped up its “Empowering Universities to fulfil their Responsibility for Quality Assurance” (EUREQA) project at the end of 2015. The final event, held in September in Brussels, marked the culmination of three years of capacity building activities, during which EUA and EU project partners supported universities in Albania, Bosnia and Herzegovina and Kosovo in developing their internal QA systems in a way that is adapted to different national and institutional contexts.



2015 also saw the launch of the “Focus on Automatic Institutional Recognition” (FAIR) project, in which EUA is a partner. The main objective is to support partner HEIs in identifying and overcoming obstacles in the implementation of automatic recognition. A consortium of 37 partners, including 23 higher education institutions, is collaborating in the project which will last until 2017.

Another of EUA’s objectives has been to monitor the development of rankings and their impact on universities. In February 2015, the Association published a report on EUA members’ first experiences with U-Multirank (UMR), a multi-dimensional ranking of higher education institutions produced with seed funding from the European Commission. The report, entitled “EUA members’ participation in U-Multirank: Experiences from the first round”, came after the first results of UMR had been unveiled in 2014.

In the spring of 2015, EUA Solutions, one of EUA’s special membership services, concluded an evaluation exercise at Wageningen University in the Netherlands. The purpose of the exercise was to evaluate the management of doctoral education at the university. A team of four European experts conducted interviews over three days with different groups of stakeholders to assess the goals, structures and processes of the university’s PhD programmes and provide recommendations for their further development.



Finally, in 2015 the Institutional Evaluation Programme (IEP) continued its work with new rounds of evaluations. The programme evaluated ten institutions in 2014-2015, while six will be evaluated in the 2015-2016 academic year (see below). The IEP methodology, which uses an

improvement-oriented peer-review approach, has been used in almost 400 higher education institutions in 45 countries in the 21 years since IEP was established.

The IEP Annual Seminar, hosted by the University of Latvia in Riga, took place from 1 to 2 October 2015. The event focused on the ESG 2015 and its impact on IEP and offered practical training to its pool of experts on formulating recommendations and writing reports.



| IEP evaluations 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) |

| IEP evaluations 2015 - 2016 | |
|--|----------------------|
| Bülent Ecevit University | Turkey |
| Sakarya University | Turkey |
| TED University | Turkey |
| Politechnic University of Turin | Italy (follow-up) |
| University of Pharmacy and Medicine Gr. T Popa | Romania (follow-up) |
| University Institute of Lisbon – ISCTE | Portugal (follow-up) |

4. Governance, Autonomy and Funding

The long-term financial sustainability of Europe's universities remained one of EUA's key topics in 2015. Of particular concern was EU funding as an important income source for European universities.

In 2014 the European Commission proposed a new tool, the European Fund for Strategic Investments (EFSI), aimed at mobilising private financing for strategic investments in the EU. To provide funding for this tool, the Commission proposed to shift significant resources away from Horizon 2020. EUA followed the proposal extensively in 2015 and rallied the university sector to protest against the planned cuts. EUA worked through a multi-phase campaign featuring a series of activities aimed at informing and alerting stakeholders, providing expert analysis on EFSI, mobilising its members and the sector and directly addressing EU policy makers. EUA issued various statements and press communications and developed an in-depth analysis of the EFSI proposal, which was summarised in a policy brief explaining EFSI's aims, the link to Horizon 2020 and the potential impact on universities.

EUA's efforts paid off as in June the EFSI regulation was adopted with notable changes, including the cancellation of some of the cuts to Horizon 2020. In addition, the European Parliament reinforced the 2016 EU budget for research and innovation in October, fully restoring funding for Horizon 2020 to the level agreed prior to the adoption of EFSI. EUA followed the EU annual budget negotiations in this respect and will continue to do so in the coming years to monitor the real impact of EFSI on Horizon 2020 and Europe's universities.



EUA also started preparations for the upcoming midterm review of EU programmes, which will take place in 2016-2017. EUA has launched a member consultation with a view to gathering feedback from universities on Horizon 2020 and Erasmus+. Particular attention will be paid to financial sustainability and simplification for beneficiaries.

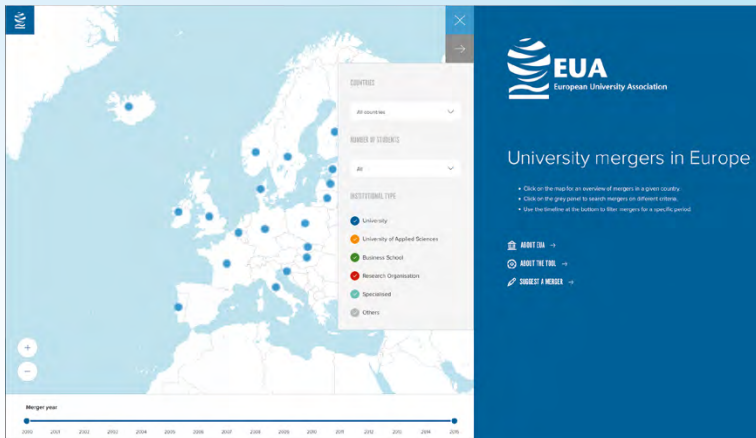
2015 marked the completion of the DEFINE project on "Designing Strategies for Efficient Funding of Higher Education in Europe" (2012-2015), which looked at funding reform and the restructuring of university systems across Europe. In July, EUA published the last in a series of Thematic Reports entitled "Performance-based Funding of Universities in Europe", which



maps the use of performance-based funding of universities in 28 systems across Europe and analyses the impact on university management, teaching and research as well as the higher education system as a whole. In September, participants from national and regional representations and stakeholders in research

and education gathered in Brussels for the final project event at which the project outcomes and final publication were presented.

As mergers and concentration processes are on the rise in the university sector, EUA also presented the first interactive University Merger Tool. Demonstrating close to 100 cases of mergers that have taken place over the past 15 years, the tool aims to foster the exchange of experiences and good practice across borders. It is accompanied by the DEFINE Thematic Report “University Mergers in Europe”.



In November, EUA published the “Public Funding Observatory 2015: diverging funding trends in Europe”, which is composed of an overview report and an updated online tool covering 24 European countries. The new edition records worrying signals from Northern Europe, a region that has so far kept up investments in higher education and research. It also confirms the highly contrasted situation of universities throughout Europe, with continued disinvestment in some areas and the challenge of increases in the student population in others. The online tool allows users to look at country-specific developments, while the report analyses recent and long-term trends for the period 2008-2014.

EUA also completed the final phase of the ATHENA project, which focused on fostering university autonomy in the EU’s Eastern Neighbourhood. In

May 2015, the ATHENA Benchmarking Forum was hosted by the Yerevan State University in Armenia where EUA brought together representatives of ministries, missions and universities from Armenia, Moldova and Ukraine, along with EU and national decision-makers from Bologna countries. EUA presented the outcomes of the three-year project, including system assessments based on its Autonomy Scorecard. The project partners have used the analysis to develop national and institutional-level policy roadmaps, and ATHENA has already contributed to legal changes in all three systems. In September the ATHENA closing event on the role of



universities in fostering relations between the EU and its Eastern neighbours was held in Brussels.

In 2015, EUA started to update its Autonomy Scorecard, which will serve as a reference for national governments wishing to benchmark their progress on governance reforms vis-à-vis other systems, and help to raise awareness among universities of the differences that exist in Europe.

Finally, EUA launched a new publication series in 2015 entitled "University Leaders' Perspectives: Governance and Funding" in which EUA gives the floor to the executive heads of its member universities on essential issues on the horizon for the sector. In the first edition, university leaders provided their views on issues related to governance and funding.

5. Internationalisation: European Universities in a Global Context

In 2015 EUA continued to act as the voice of European universities on the global higher education scene by enhancing global links and partnerships in different world regions.

In August 2015, EUA launched the "ASEAN and European Union Support to Higher Education in ASEAN Region" (SHARE) project and began organising a series of policy dialogues. High-level education officials, academics and researchers from ASEAN member states and other project stakeholders attended the first event at the ASEAN Secretariat in Jakarta in August. The project seeks to enhance system convergence, recognition and mobility exchanges between ASEAN countries, by contributing to the development of regional QA approaches, a regional qualifications framework, and the further development and implementation of a regional credit transfer system. EUA was also one of 11 stakeholder organisations

from Asia and Europe to participate in the Fifth Asia-Europe Education Ministers' Meeting "ASEM Education Collaboration for Results" (ASEMME5), which took place in Riga, Latvia in April.

One of EUA's flagship activities, the "Arab-Euro Conference on Higher Education" (AECHE), held a Thematic Conference in October on "The Networked University: opportunities and challenges for Higher Education between the Arab World and Europe". The event brought together more than 150 participants from European and Arab countries and took place on the campus of the Technical University of Berlin in El Gouna, Egypt. It was the first ever event that EUA has held at a member institution outside of Europe. AECHE is a platform for collaboration and exchange initiated by EUA and the Association of Arab Universities (AAU).



Another highlight in 2015 was EUA's public roundtable, "Higher Education in the framework of the European Neighbourhood Policy", held in June in Brussels in collaboration with partners from the AECHE platform. The roundtable was prompted by an ongoing EU consultation on the revision of the European Neighbourhood Policy to which EUA also responded.

Work wrapped up in 2015 on EUA's FRINDOC project, which is led by EUA's Council for Doctoral Education and aims to develop a framework for the internationalisation of doctoral education. In September, Imperial College London hosted the final FRINDOC conference, with speakers from across the globe reflecting on how internationalisation of doctoral education is conceived and implemented in their institutions. The FRINDOC tool and statement of good practice were also launched at the conference.

The project "Centralised Support for Higher Education Reform Experts in European Neighbourhood countries" (HERE) was launched in 2015. The project runs through 2017 and facilitates three annual conferences, three seminars, six university visits, and 165 technical assistance missions. The measures benefit around 250 higher reform experts in 27 countries of the Eastern and Southern neighbourhood. The 2015 Conference took place at the Ivane Javakhishvili Tbilisi State University in Tbilisi, Georgia. Other events were organised in Berlin, Germany, Gent and Brussels, Belgium and Petra, Jordan. Together with the University of Barcelona, EUA implements HERE on behalf of the EC and the Education, Audiovisual and Culture Executive Agency (EACEA).



In response to Europe's refugee crisis, EUA launched a survey for an interactive Refugees Welcome Map in December. The map, which will be published in 2016, intends to showcase the commitment of universities to supporting refugee students, academics and university staff. Higher education institutions in almost every European country are responding to the survey, which aims to collect information on the initiatives of European universities and create a way for universities to connect and share information.

In addition to this initiative, the EUA Council issued a statement calling upon policy makers and higher education institutions in Europe to enable refugee students to gain access to higher education. Adopted during its October 2015 meeting in Brussels, the Council statement also calls on the EU and EU member states to demonstrate leadership and accept responsibility for managing the ongoing refugee crisis. In 2015, EUA also supported the European Commission's "Science4Refugees" initiative to help refugee scientists and researchers find suitable jobs through the EURAXESS – Researchers in Motion portal.

EUA participated as a partner in several Erasmus projects undertaken by members. "The Academic Links and Strategies for Internationalisation of the Higher Education Sector" (ALISIOS) was concluded in 2015 with a final paper. The project focused on how large funding schemes for internationalisation, such as the Brazilian Science without Borders Programme, could be enhanced to render better outcomes for students, staff and institutions.

In 2015, the "Harmonisation and Innovation in Central American Higher Education Curricula: Enhancing and Implementing a Regional Qualifications Framework" (HICA) project was also launched. This is a follow-up to the ALFA Puentes Project.

6. Improving impact and increasing visibility: advocacy and communication

In 2015, EUA continued to reinforce the role of universities in public policy development at the European level. The range of policy topics to which universities contribute – through their teaching, research, innovation and dissemination activities – continues to grow. Due to this strong



engagement, the university sector's role as a major stakeholder in policy discussions – and EUA's role in representing it – has begun to extend beyond the traditional remit of higher education and research to incorporate other policy areas, such as trade, employment, regional policy and data protection.

Maximising the visibility and impact of EUA's advocacy work, policy recommendations and project outcomes through promotion and communication activities on different levels (institutional, national, European and global) remained a constant focus. The outcomes of EUA's advocacy work were reflected in reports, online tools, policy statements, declarations and press releases on a variety of topics, as well as responses to public consultations.

In close cooperation with its national members, EUA built on its position as the main stakeholder representing the European university sector. The Association continued to act as a collective stakeholder and represent universities' interests by monitoring EU policies and working to influence political processes and decisions. EUA engaged directly with EU policy makers – mainly with the Commission but increasingly also with the European Parliament. Throughout 2015, EUA continued to establish contacts with decision-makers through letters, mailings, phone calls and face-to-face meetings, and through more formal participation in expert groups, stakeholder meetings and consultancy work. Communication with stakeholders in the higher education sector at the national and European level took different forms, such as press work, editorials, the bi-weekly newsletter, social media, events, projects, publications and the website. In 2015, public campaigns, such as that on EFSI, also became an

important new tool in EUA's political communication. The Association issued statements, including one jointly signed in January with other members of the European Research Area Stakeholder Platform, expressing great concern regarding the EFSI proposal. The campaign also included meetings between EUA and high-level decision makers.

EUA successfully upgraded its range of communication tools to improve the way information about its expanding activities reaches members. A major step towards greater visibility and improved communication with members and partners was the launch of a newly structured and designed website in September 2015. The new website makes it easier for members to access resources and information. It had more than 325 000 visits in 2015.

EUA
European University Association

Strength in Size and Diversity

ABOUT POLICY & REPRESENTATION ACTIVITIES & SERVICES

EUA represents members from 47 European countries

The European University Association (EUA) is the representative organisation of universities and research institutes 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 a range of other European and international organisations, EUA ensures that the independent voice of European universities is heard, whenever decisions are being taken that will impact on their activities.

About

To find out more about who we are, who our members are, how to join and why, [click here](#).

Online tools

Some of EUA's project and policy work have resulted in the creation of online tools.

Policy & Representation

Read about our policy areas: Learning and Teaching, Quality and Rankings, Internationalisation and Global activities, Research and Innovation, Governance and Funding.

Activities & Services

More information on EP, EUA-CDE, EUA Solutions, our projects, events, publications and online tools.

Latest News

- ▶ Taking Salzburg Forward: new EEA-CDE responsibilities as educational education
- ▶ Open Science, Expert and High-Level Group meet at EUA
- ▶ Registration opens for Institutional Evaluation Programme
- ▶ 3rd Finance and Register for AECHE 3 event
- ▶ EUA Webinar: Performance-based Funding of Universities
- ▶ Presidency and social responsibility to foster research and innovation
- ▶ SRC announces winners of Advanced Events competition

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Latest Partners News

- ▶ Career tracking survey of academic careers
- ▶ EAEA Annual Conference and General Assembly 28-29 June, Brussels (Belgium)
- ▶ EARTO elects new President and Vice-President
- ▶ Research Impact Conference: Delivering Excellence, 5 July, Manchester (UK)
- ▶ EABM Annual Conference: unity and negotiation, 20-22 June, Luleå (Sweden)
- ▶ Academic European AECHE-Kolten conference on governance, 29-30 September, Wiesbaden (Germany)

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Upcoming Events

- ▶ EQIP project visitors and workshop
- ▶ Third AUE-EUA Conference on Higher Education
- ▶ EUA Webinar: Performance-based Funding of Universities
- ▶ 9th EEA-CDE Annual Meeting
- ▶ 2nd LMS-SE 7 Energy Clustering Event
- ▶ 3rd EUA Funding Forum
- ▶ 9th EEA-CDE Annual Meeting
- ▶ 9th European Quality Assurance Forum
- ▶ 3rd LMS-SE 7 Energy Clustering Event

000 001

Latest Publications

- ▶ EUA's response to the European Commission Call for Ideas on Designing a European Innovation Council
- ▶ Decoding Education - Taking Salzburg Forward: Implementation and New Challenges
- ▶ EUA addresses the Amsterdam Call for Action on Open Science
- ▶ Academic freedom under pressure in Turkey: EUA statement of solidarity with universities and scholars
- ▶ EUA Response to the New Skills Agenda Issue Paper

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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 2015.



Jean-Pierre Finance, Chair of the Nominations Committee

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. In April 2015, the General Assembly elected Prof. Rolf Tarrach as its new President for a period of four years (2015-2019). The General Assembly also elected Prof. Wieslaw Banyś, Prof. Holger Burckhart, Prof. Jean Chambaz, Prof. Martine Rahier and Prof. Mari Sundli Tveit to serve as Board members for the period 2015-2019.

New elected Board members



Board members in 2015

| | |
|--|---------------------------------------|
| Prof. Rolf Tarrach (President) | University of Luxembourg |
| Prof. David Drewry (Vice-President) | University of Hull |
| Prof. Martine Rahier (Vice-President) | University of Neuchâtel |
| Prof. Gülay Doğu Barbarosoğlu | Boğaziçi University |
| Prof. Holger Burckhart | University of Siegen |
| Prof. Jean Chambaz | Pierre and Marie Curie University |
| Prof. Mari Sundli Tveit | Norwegian University of Life Sciences |
| Prof. Stefano Paleari | University of Bergamo |
| Prof. Wieslaw Banyś | University of Silesia |

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 2015, Council met three times to discuss and define EUA's priorities.

Council members as of January 2016

| | | |
|-----------------------|---------------------------------|---|
| Austria | Prof. Heinz Engl | Permanent Representative, Universities Austria |
| Belgium | Prof. Didier Viviers | President, Rectors' Conference, French Community of Belgium |
| Belgium | Prof. Paul De Knop | President, Flemish Interuniversity Council |
| Croatia | Prof. Damir Boras | President, Croatian Rectors' Conference |
| Cyprus | Prof. Kostas Gouliamos | President, Cyprus Rectors' Conference |
| Czech Republic | Prof. Zdeněk Kús | Permanent Representative, Czech Rectors Conference |
| Denmark | Prof. Anders Overgaard Bjarklev | President, Technical University of Denmark |
| Estonia | Prof. Tiit Land | President, Universities Estonia |
| Finland | Prof. Jouko Niinimäki | President, Universities Finland – UNIFI |
| France | Prof. Jean-Loup Salzmänn | President, Conference of University Presidents |
| Germany | Prof. Horst Hippler | President, German Rectors' Conference |

| | | |
|------------------------|---|---|
| Greece | Prof. Pericles Mitkas and Prof. Venetsana Kyriazopoulou | Rector, Aristotle University of Thessaloniki and Rector, University of Patras |
| 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. Gaetano Manfredi | President, Conference of Italian University Rectors |
| Latvia | Prof. Arvids Barševskis | President, Latvian Rectors' Council |
| Lithuania | Prof. Petras Barsauskas | President, Lithuanian University Rectors' Conference |
| Luxembourg | Prof. Rainer Klump | President, University of Luxembourg |
| The Netherlands | Dr Karl Dittrich | President, Association of Universities in the Netherlands |
| Norway | Prof. Vidar L. Haanes | President, Norwegian Association for Higher Education Institutions |
| Poland | Prof. Stanisław Bielecki | Permanent Representative, 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. Dragan Marušič | President, Slovenian Rectors' Conference |
| Spain | Prof. Segundo Píriz Durán | President, The Conference of the Rectors of the Spanish Universities |
| Sweden | Prof. Helen Dannetun | President, Association of Swedish Higher Education |
| Switzerland | Prof. Michael O. Hengartner | President, swissuniversities |
| Turkey | Prof. Yekta Sarac | President, Turkish University Rectors' Conference |
| United Kingdom | Dame Julia Goodfellow | 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 2015 at the University of Antwerp in Belgium. In addition to electing a new President and five new Board members to serve for the period 2015-2019, members discussed the 2015-16 Work Programme and the 2014 Annual Report and approved EUA's budget and membership fees.



D: The EUA Secretariat in Brussels (December 2015)

The EUA Secretariat of around 35 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 Damián – Director

Lennart Stoy – Policy & Project Officer

Julian Bauer – Policy & Project Officer

Ioanna Tsalakanidou – Project Manager

Minna Peltola – Administrative Assistant

Governance, Funding & Public Policy Development

Thomas Estermann – Director

Enora Bennetot Pruvot – Deputy Director

Anna-Lena Claeys-Kulik – Policy Analyst & Project Manager

Isabel Silva – Administrative Assistant

Higher Education Policy

Michael Gaebel – Director

Jonna Korhonen – Policy Analyst & Project Manager

Henriette Stöber – Policy & Project Officer

Gemma Fagan – Administrative Assistant

Institutional Development

Tia Loukkola – Director

Thomas Jørgensen – Deputy Director/CDE

Anna Gover – Policy & Project Officer/QA

Francesca Maltauro – Policy & Project Officer/EUA Solutions

Goran Dakovic – Project Officer

Caroline Marissal – Administrative Assistant

Communications, Marketing & Events

Ulrike Reimann – Director

Rupinder Kaur Arora – Communications Officer

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 Advisers

Andrée Sursock – 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, Research & Innovation

Rita Morais – Research & Innovation

Veronika Kupriyanova – Higher Education Policy

Elizabeth Colucci – Higher Education Policy

E: Membership development in 2015

In 2015 the Association welcomed **26** new members, which are listed below, while 25 members resigned or were excluded from the organisation for non-payment of membership fees.

At the end of December 2015, EUA counted **835** members:

- 709 Individual full members
- 33 Collective full members
- 63 Individual Associate member
- 4 Collective Associate members
- 26 with Affiliate status

New Individual Full Members

University of Nice Sophia Antipolis (France)

University of Reims Champagne-Ardenne (France)

Technische Universität Chemnitz (Germany)

Bielefeld University (Germany)

Berlin School of Economics and Law (Germany)

Bielefeld University of Applied Sciences (Germany)

University of Applied Sciences Berlin (Germany)

University of Applied Sciences Offenburg (Germany)

Düsseldorf University of Applied Sciences (Germany)

Hedmark University College (Norway)

University College London (UK)

Lancaster University (UK)

University of Sheffield (UK)

Coventry University (UK)

State University "Uzhhorod National University" (Ukraine)

SECTION 3: Financial Statements and Accounts

Fernand Maillard & C^o
 REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

Société civile à responsabilité limitée de droit
 Burgelijke vennootschap met beperkte aansprakelijkheid
 Rue de la Vierge / Kluizer Wijngaardstraat 17/19 - 1160 Brussels / Brussel - T 32 (0) 27 22 22 - F 02 475 65 44
 Member firm of GIE Audit Support Belgium RM¹

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

Brussels, April 26th 2016

Our ref: FM/apr/16.2254

Dear Sir/Madam,

Concern: Certification of the 2015 financial statements

I should like to thank you for entrusting me with the responsibility of auditing your 2015 accounts.

I have performed a review of the annual accounts for the accounting period ended on that date. The production of these financial statements is the responsibility of the foundation's board of directors. My responsibility is to issue a report on these financial statements based on my review.


I conducted my review in accordance with the International Standard on Review Engagements (ISRE 2400). This standard requires that the review be planned and performed so as to obtain moderate assurance that the financial statements are free of material misstatement.

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 2016. 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 subject to the usual checks by the relevant authorities in place, which will confirm the final



O secretariat/COLLEBRIER/42 FM162254 EUA Rapport Certification 2015 EN.docx
 Page 2 sur 2

Stège sociaal / Maatschappelijke zetel - Avenue de Nivelles 197 - 1300 Waters Langenhout - T +32 (0) 27 22 22
 RNM / RFR, Nivelles TVA / BTW: BE 049 23 194
 Banque / Bank: 085-210019-75 BIC: BELG33XXX BIC: CCKCBB33
 Member firm of GIE Audit Support Belgium RM¹

Fernand Maillard & C^o
 REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

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.

CERTIFICATION

Based on my review, I did not find any evidence that the financial statements do not present a true and fair picture, in all material respects, in accordance with International Financial Reporting Standards and the Belgian accounting standards applicable to your association. The annual accounts as at 31/12/2015 show a balance sheet total of €7,567,547.04 and a profit of €700,000.00 for 2015 before tax and appropriation.

Brussels, April 26th 2016

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



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 Page 2 sur 2

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 Member firm of GIE Audit Support Belgium RM¹



OGH Expertises

OGH Expertises Comptables et Fiscales SA
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 Case Postale 2174
 1211 Geneva 3
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 Fax: +41 (0)22 786 41 91
 mail: info@ogh.ch

Financiers et OGH & Audit SA
 membres de la Chambre Valaisienne

Report of the auditors
 to the Members of
 EUA, European University
 Association, Geneva
 As of December 31st, 2015

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, 2015.

These financial statements are the responsibility of the EUA secretariat. Our responsibility is to perform a limited statutory examination on 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, March 29, 2016

 OGH Expertises
 Comptables et Fiscales SA
 Philippe Tadin
 Jean-Dominique
 Charrier
 Jean-Dominique Charrier
 Jean-Dominique Charrier
 Jean-Dominique Charrier
 Jean-Dominique Charrier

Enclosures:
 Annual Financial Statements including the accounts which the profit and loss account and etc. etc.

| PROFIT AND LOSS all euros | ACTUALS | | | 31.12.2014 |
|--|-------------------|------------------|-------------------|-------------------|
| | Geneva | Brussels | Total | |
| INCOME | | | | Total |
| Membership Fees | 3,309,794 | 0 | 3,309,794 | 3,141,142 |
| EUA Council for Doctoral Education (CDE) | 289,963 | 0 | 289,963 | 298,394 |
| sub total Membership Fees | 3,599,757 | 0 | 3,599,757 | 3,439,536 |
| Grants & Subventions | 0 | 0 | 0 | 0 |
| EC Projects | 0 | 1,389,877 | 1,389,877 | 1,760,327 |
| IEP Projects | 212,445 | 0 | 212,445 | 451,891 |
| IEP Romania | 0 | 0 | 0 | 253,462 |
| Other Projects | 123,061 | 293,476 | 416,537 | 89,539 |
| sub total Projects | 335,505 | 1,683,353 | 2,018,859 | 2,555,219 |
| Financial and Other | 5,603 | 83,627 | 89,230 | 95,833 |
| Income transferred from GVA to BXL | -3,412,442 | 3,412,442 | 0 | |
| Total Income | 528,423 | 5,179,422 | 5,707,846 | 6,090,588 |
| EXPENSES | | | | Total |
| EC Projects | 0 | 1,616,134 | 1,616,134 | 1,751,764 |
| IEP Projects | 160,899 | 51,546 | 212,445 | 451,845 |
| IEP Romania | 0 | -216,000 | -216,000 | 555,191 |
| EUA Solutions | 14,920 | 21,272 | 36,192 | 0 |
| Other Projects | 192,596 | 143,858 | 336,453 | 317,869 |
| EUA Council of Doctoral Education (CDE) | 7,119 | 506,306 | 513,426 | 403,112 |
| EUA Projects Development | 0 | 700,000 | 700,000 | 0 |
| sub total Projects | 375,534 | 2,823,117 | 3,198,651 | 3,479,782 |
| Salaries | | | | |
| Staff Expenses | 99,658 | 2,616,752 | 2,716,410 | 2,641,518 |
| Provision Sal & Soc Chg | 0 | -22,537 | -22,537 | 351,377 |
| Fees | 36,100 | 370,513 | 406,613 | 322,516 |
| sub total Salaries | 135,758 | 2,964,728 | 3,100,486 | 3,315,410 |
| Recharged Salaries to EC Projects | 0 | -431,100 | -431,100 | -368,608 |
| Recharged Salaries to IEP Projects | -40,064 | -51,546 | -91,610 | -192,587 |
| Recharged Salaries to IEP Romania | 0 | 0 | 0 | -284,599 |
| Recharged Salaries to EUA Solutions | 0 | -21,272 | -21,272 | 0 |
| Recharged Salaries to CDE | -60,096 | -143,858 | -203,953 | -183,090 |
| Recharged Salaries to Other Projects | 0 | -326,995 | -326,995 | -253,192 |
| sub total Recharged Salaries | -100,159 | -974,771 | -1,074,930 | -1,282,077 |
| Info & Communications | 0 | 75,145 | 75,145 | 34,504 |
| Office Costs | | | | |
| Rent/Building Depreciation | 4,280 | 69,348 | 73,628 | 67,062 |
| Utilities | 0 | 19,339 | 19,339 | 19,338 |
| Office Maintenance | 0 | 11,949 | 11,949 | 143,612 |
| sub total Office Costs | 4,280 | 100,635 | 104,915 | 230,032 |
| Core Expenses | | | | |
| Travel & Meetings | 2,945 | 104,818 | 107,763 | 114,878 |
| Books and Periodicals | 907 | 26,021 | 26,928 | 14,809 |
| Printed Material | 1,166 | 13,642 | 14,809 | 11,494 |
| Copying | 0 | 2,399 | 2,399 | 2,223 |
| IT & Office Supplies | 505 | 23,539 | 24,044 | 23,850 |
| Insurances | 218 | 15,148 | 15,366 | 11,476 |
| Postage | 2,286 | 788 | 3,074 | 695 |
| Telephone, Fax | 0 | 24,200 | 24,200 | 28,550 |
| Fees , legal, audit, translation | 16,527 | 11,061 | 27,588 | 17,674 |
| Other Expenses | 528 | 67,815 | 68,343 | 58,340 |
| sub total Core | 25,083 | 289,432 | 314,514 | 283,988 |
| Depreciation | 0 | 24,649 | 24,649 | 30,608 |
| Financial Expenses | 8,386 | -372 | 8,014 | 814 |
| sub total Depr & Bank & W/O | 8,386 | 24,277 | 32,663 | 31,422 |
| Recharged Expenses to EC projects | 0 | -123,140 | -123,140 | -77,363 |
| Recharged Expenses to EUA projects | -404 | 0 | -404 | 0 |
| Total Expenses | 448,478 | 5,179,422 | 5,627,901 | 6,015,698 |
| Result surplus/(Deficit) | 79,945 | 0 | 79,945 € | 74,890 € |

| BALANCE SHEET | ACTUALS | | | | |
|--|------------------|------------------|-------------------|-------------------|------------|
| | all euros | | 31.12.2015 | | 31.12.2014 |
| ASSETS | Geneva | Brussels | Total | Total | |
| FIXED ASSETS | | | | | |
| Building | 0 | 2,758,738 | | | |
| Office Equipment | 0 | 86,274 | | | |
| | 0 | 2,845,012 | 2,845,012 | 2,887,257 | |
| RECEIVABLES | | | | | |
| European Commission | 0 | 60,849 | | | |
| Membership | 296,388 | 0 | | | |
| Debtors | 13,493 | 370,318 | | | |
| Inter Company account | 1,242,168 | 0 | | | |
| | 1,552,049 | 431,167 | 1,983,216 | 2,238,126 | |
| CASH | | | | | |
| Bonds and Shares | 0 | 56,481 | | | |
| Term accounts | 3,337,824 | 1,878 | | | |
| Bank (Business Accounts) | 389,885 | 1,712,181 | | | |
| Cash at Hand | 0 | 1,379 | | | |
| | 3,727,710 | 1,771,918 | 5,499,628 | 4,799,754 | |
| PREPAID EXPENSES | 12,092 | 41,337 | 53,429 | 74,974 | |
| INCOME RECEIVABLE | 3,434 | 2,278,214 | 2,281,647 | 1,253,246 | |
| TOTAL ASSETS | 5,295,284 | 7,367,647 | 12,662,931 | 11,253,356 | |
| LIABILITIES | Geneva | Brussels | Total | Total | |
| OWN FUNDS | | | | | |
| Own funds carried forward | 1,076,977 | 125,325 | | | |
| Dedicated funds: | | | | | |
| Social reserve | 510,000 | 550,000 | | | |
| Projects Development reserve | 630,000 | 1,220,000 | | | |
| Result Current Year 2015 | 79,945 | 0 | | | |
| | 2,296,922 | 1,895,325 | 4,192,247 | 3,412,302 | |
| PROVISIONS & ACCRUED EXPENSES | | | | | |
| Provision for doubtful debts | 297,388 | 0 | | | |
| Provision for building upgrade | 0 | 50,000 | | | |
| Accrued Holiday Allowance | 0 | 228,840 | | | |
| Other Accrued Expenses | 878 | 233,823 | | | |
| | 298,266 | 512,663 | 810,928 | 756,368 | |
| PAYABLES | | | | | |
| European Commission | 0 | 3,100,064 | | | |
| Payables | 52,259 | 617,428 | | | |
| Inter Company account | 0 | 1,242,168 | | | |
| | 52,259 | 4,959,660 | 5,011,918 | 4,477,986 | |
| DEFERRED INCOME | 363,187 | 0 | 363,187 | 464,729 | |
| INCOME / FEES RCVD IN ADV | 2,284,650 | 0 | 2,284,650 | 2,141,972 | |
| TOTAL LIABILITIES | 5,295,284 | 7,367,647 | 12,662,932 | 11,253,356 | |

| NOTE | 31.12.2015 | | 31.12.2013 | |
|-----------------------------------|------------|-----------|------------|-----------|
| ASSET BLOCKED AS GUARANTEE | 0 | 1,800 | 1,800 | 1,800 |
| GUARANTEES ISSUED FOR EC PROJECTS | 0 | 1,480,101 | 1,480,101 | 1,158,459 |

NOTE:

Total projects are broken down as follows: EC projects € 1,616,134, EUA projects for € 1,582,516, EC projects include EUA salaries € 431,100 and Partners salaries for € 217,225; Travel: EUA € 41,962 and Partners travel for € 425,506; Other € 500,341.

EUA projects expenses include salaries € 643,380, Travel € 196,358, Other € 742,778

ANNEXES

Annex 1: EUA Events in 2015

8th EUA-CDE Workshop

Regional Engagement and Doctoral Education

Hosted by Aix-Marseille University, Marseille, France

22-23 January 2015

EUREQA regional training workshop

Study programme planning

Hosted by Shkodra University "Luigj Gurakuqi", Shkodra, Albania

5-6 February 2015

ATHENA Project Training seminar

HR Management and Staff Development in Universities

Hosted by the University of Amsterdam, Amsterdam, Netherlands

10-11 February 2015

Consultations on doctoral education policy initiative

Doctoral Education: The Shape of Things to Come

- "Capacity building – developing research for doctoral education"

Hosted by Comenius University, Bratislava, Slovakia

20 February 2015

- "Ethics in doctoral education"

Hosted by University of Gothenburg, Sweden

20 March 2015

EUA Annual Conference 2015

European Universities in Research and Innovation – People, Policies and Partnerships

Hosted by the University of Antwerp, Antwerp, Belgium

16-17 April 2015

3rd ALISIOS workshop

Creating sustainable partnerships through an equitable internationalization

Hosted by the FAUBAI, Cuiaba, Brazil

25 April 2015

ATHENA Benchmarking Forum

Fostering sustainable and autonomous higher education systems in the Eastern Neighbouring Area

Hosted by Yerevan State University, Yerevan, Armenia

12-13 May 2015

HERE Events

- Study visit: *Institutional structures for the management of internationalisation and mobility*
Berlin, Germany, 17-19 May 2015
- Study visit: *International Credit Mobility*
Ghent and Brussels, Belgium, 10-12 June 2015
- Seminar: *ICT based learning: opportunities for higher education learning and teaching*
Petra, Jordan, 26-27 October
- Conference: *Innovating Teaching and Learning – the Next Phase of the Bologna Process*
Tbilisi, Georgia, 3-4 December

Third Global Strategic Forum on Doctoral Education

The Doctorate and the Talent Pipeline

Hosted by University of Iceland, Reykjavik, Iceland

20-22 May 2015

EUREQA national-level events

- *QA in higher education in Kosovo*
Hosted by University of Prizren, Kosovo
20 May 2015
- *QA in higher education in Bosnia and Herzegovina*
Hosted by University of Sarajevo, Sarajevo, Bosnia and Herzegovina
4 June 2015
- *QA in higher education in Albania*
Hosted by University of Tirana, Tirana Albania
20 October 2015

Round Table

Higher Education in the framework of the European Neighbourhood Policy

Organised by EUA in collaboration with University of Barcelona, AARU, UNICA and UNIMED

Brussels, Belgium

17 June 2015

8th EUA-CDE Annual Meeting*The Future of Doctoral Education – Where do we go from here?*

Hosted by Technische Universität München/TUM Graduate School, Munich, Germany

18-19 June 2015

ERA Conference*A New Start for Europe – Opening up to an era of innovation*

Hosted by the European Commission, Brussels, Belgium

22-23 June 2015

Trends 2015*Learning and Teaching in European Universities*

Hosted by Permanent Representation of the Czech Republic to the European Union, Brussels, Belgium

29 June 2015

EUREQA Final Event*Empowering Universities to fulfil their responsibilities for Quality Assurance*

Hosted at the Royal Flemish Academy of Belgium for Science and the Arts, Brussels, Belgium

3 September 2015

ATHENA Final Event*Fostering University Autonomy in the Eastern Neighbourhood*

Hosted by the Fondation Universitaire, Brussels, Belgium

15 September 2015

DEFINE Final Event*Strategies for efficient funding of universities in Europe*

Hosted by the Representation of the Free State of Bavaria to the European Union, Brussels, Belgium

23 September 2015

FRINDOC Launch Event*International Doctoral Education – the role of institutions*

Hosted by Imperial College London, London, United Kingdom

24-25 September 2015

IEP Annual Seminar

Hosted by the University of Latvia, Riga, Latvia

1-2 October 2015

AECHE Thematic Conference

The networked university: Opportunities and challenges for higher education between the Arab world and Europe

Organised with the University of Barcelona and the Association of Arab Universities

Hosted by the Technical University of Berlin, El Gouna, Egypt

10-11 October 2015

DOC-CAREERS II Report Launch Event

University-Business Partnerships in Doctoral Education: Working for the future

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

4 November 2015

Focus Group on post-doc researchers

Hosted by Aarhus University, Aarhus, Denmark

13 November 2015

10th European Quality Assurance Forum

Taking stock and looking forward

Hosted by the Quality Assurance Agency/UCL Institute of Education, London, United Kingdom

19-21 November 2015

Workshop

Universities promoting regional innovation across Europe

Organised with Crue Universidades Españolas and CPU (Conférence des présidents d'université, France)

Hosted by the Autonomous University of Madrid, Madrid, Spain

24 November 2015

EUA Webinars

- *Bologna Process in 2015*
30 September 2015
- *The ESG 2015 – consequences for universities*
28 October 2015
- *Trends 2015 – Key findings*
25 November 2015

ANNEX 2: EUA Publications in 2015

Reports, Studies and Occasional Papers



Trends 2015: Learning and Teaching in European Universities

by Andrée Sursock

[English](#)



ESG Part 1: Are Universities Ready?

by Anna Gover, Tia Loukkola and Andrée Sursock

[English](#)



University Leaders' Perspectives: Governance and Funding

[English](#)



Principles and Practices for International Doctoral Education

[English](#)



Designing Strategies for Efficient Funding of Universities in Europe (DEFINE)

by Enora Bennetot Pruvot, Anna-Lena Claeys-Kulik and Thomas Estermann

[English](#)



EUREQA MOMENTS! Top Tips for Internal Quality Assurance

by Anna Gover and Tia Loukkola

[English](#)



DEFINE Thematic Report 3: Performance-Based Funding of Universities in Europe

by Anna-Lena Claeys-Kulik and Thomas Estermann

[English](#)



Collaborative Doctoral Education in Europe: Research Partnerships and Employability for Researchers— Report on DOC-CAREERS II Project

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

[English](#)



DEFINE Thematic Report 2: University Mergers in Europe

by Enora Bennetot Pruvot, Thomas Estermann and Peter Mason

[English](#)



EUA members' participation in U-Multirank: Experiences from the first round

by Tia Loukkola and Rita Morais

[English](#)



**EUA's Open Access checklist for universities:
A practical guide on implementation**
[English](#)



ALISISOS Final Project Publication
By Joaquim Carvalho and Rita Maia
[English](#)

Annual Report



EUA Annual Report 2014
[English](#)

Policy Positions



EUA Antwerp Declaration
[English](#)



EUA Statement on the refugee crisis (October 2015)
[English](#)



**EUA Statement on Visa directive: Researchers Welcome
(23 September 2015)**
[English](#)



**EUA's response to the public consultation on "Towards a new European
Neighbourhood Policy" (June 2015)**
[English](#)



**EUA Response to the Public Consultation on Ex-Post Evaluation of the
7 Framework Programme**
[English](#)



**EUA Policy Brief: The impact of the European Fund for Strategic Investments
on Europe's universities**
[English](#)



EUA Statement on TTIP and TiSA

[*English*](#)

EUA Online Tools



University Autonomy Tool

<http://www.university-autonomy.eu/>



U-B Tool

<http://ubtool.eua.be/>



University Mergers Tool

<http://www.university-mergers.eu/>



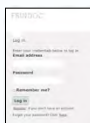
European Atlas of Universities in Energy Research & Education

<http://uni-set.eu/index.php/atlas>



Public Funding Observatory

<http://eua.be/activities-services/projects/eua-online-tools/public-funding-observatory-tool.aspx>



FRINDOC Tool

<http://frindoctool.eua.be/Account/Login?ReturnUrl=%2f>



Refugees Welcome Map (Launched in January 2016)

<http://eua.be/activities-services/eua-campaigns/refugees-welcome-map>

Annex 3: EUA Projects in 2015

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

Higher Education Policies

*EUA Trends Project**

European Forum for Enhanced Collaboration in Teaching (EFFECT)

Centralised Support for Higher Education Reform Experts (HERE)

Internationalisation & Global Activities

Framework for the Internationalisation of Doctoral Education
(FRINDOC)

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

European Union Support to Higher Education in ASEAN Region (SHARE)

Quality Assurance & Rankings

Empowering universities to fulfil their responsibility for Quality Assurance (EUREQA) (2012-2015)

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

Focus on Automatic Institutional Recognition (FAIR)

Enhancing Quality through Innovative Policy & Practice (EQUIP)

Research and Innovation

Mobilising the research, innovation and educational capacities of Europe's universities in the SET-Plan (UNI-SET)

*Responsible Partnering Initiative**

Governance, Autonomy and Funding

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

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

Annex 4: Steering Committees

CDE Steering Committee (December 2015)

Chair: Melita Kovacevic, University of Zagreb

Vice-Chair: Berit Rokne, University of Bergen

Flavio Canavero, Politecnico di Torino

Edwin Constable, University of Basel

Michael Fuller, University of Plymouth

Mary McNamara, Dublin Institute of Technology

Murat Özgören, Dokuz Eylül University

Jean-Dominique Polack, University Pierre and Marie Curie

Mari Sundli Tveit, Norwegian University of Life Sciences (ex-officio Board Member)

IEP Steering Committee (December 2015)

Sokratis Katsikas, former Rector, University of the Aegean; current professor at the Center for Cyber and Information Security (CCIS), Norwegian University of Science and Technology, Norway

Gülay Barbarosoğlu, EUA Board Member and Rector of Boğaziçi University, Turkey, ex-officio

Hannele Niemi, former Vice-Rector, University of Helsinki, Finland

Jacques Lanares, Vice-Rector, University of Lausanne, Switzerland

Jethro Newton, Professor Emeritus, University of Chester, United Kingdom

Lil Reif, Expert for European and international RDI funding, Austria

Simona Dimovska, student, Ss. Cyril and Methodius University in Skopje, FYR Macedonia

Tatjana Volkova, former Rector, BA School of Business and Finance, Riga, Latvia

Virgilio Meira Soares, former Rector, University of Lisbon, Portugal

Annex 5: Research Policy Working Group Membership

Chair

David J Drewry, EUA Vice-President (former Vice-Chancellor, University of Hull, UK)

Members

Martine Rahier, EUA Vice-President (Rector, University of Neuchâtel, Switzerland)

Thomas Bjørnholm, Prorector, University of Copenhagen, Denmark

Gunnar Bovim, Rector, Norwegian University of Science and Technology, Norway

Katarzyna Chalasinska-Macukow, former Rector, University of Warsaw; Honorary President of CRASP, Poland

Martin Čopič, Vice-Rector, University of Ljubljana, Slovenia

António Cunha, Rector, University of Minho, Portugal

Helen Dannetun, Vice-Chancellor, Linköping University, Sweden

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 in Brussels, France

José Carlos Gomez Sal, Rector, Cantabria University, Spain

Vaclav Hampil, former Rector, Charles University Prague, Czech Republic

Horst Hippler, President, German Rectors' Conference, Germany

Lokesh Joshi, Vice-President, National University of Ireland, Galway, Ireland

Rudolf Kropil, Rector, Technical University in Zvolen, Slovakia

Ignace Lemahieu, Director, Research Department, Ghent University, 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

EUA

Lidia Borrell-Damian, Director, Research and Innovation

Julian Bauer, Policy & Project Officer

Rita Morais, Project Expert

Minna Peltola, Administrative Assistant

European University Association

annual report 2015

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.

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



EUA

European University Association

European University Association asbl

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