



**EUA**

European University Association

EUA  
**ANNUAL REPORT**  
2016

Copyright © European University Association 2017

All rights reserved.

This information may be freely used and copied for non-commercial purposes, provided that the source is acknowledged (©European University Association).

European University Association asbl

Avenue de l'Yser 24 · 1040 Brussels, Belgium

info@eua.be · Tel: +32-2 230 55 44 · Fax: +32-2 230 57 51

EUA

**ANNUAL REPORT**

2016

# Table of content

Message from the President.....	1
Foreword from the Secretary General.....	2
<b>SECTION 1: EUA Activities in 2016.....</b>	<b>3</b>
A: Universities in the European Higher Education Area.....	3
B: Research and Innovation: Universities in the European Research Area.....	7
C: Governance, Autonomy and Funding.....	12
D: European Universities in the Neighbourhood and Beyond.....	15
E: EUA in a Changing Political Context.....	17
F: EUA Special Services.....	19
G: Communications.....	21
<b>SECTION 2: EUA as an Organisation.....</b>	<b>22</b>
A: EUA Board.....	22
B: EUA Council.....	22
C: General Assembly.....	24
D: The EUA Secretariat in Brussels.....	26
E: Membership Development in 2016.....	28
<b>SECTION 3: Financial Statements and Accounts.....</b>	<b>26</b>
<b>ANNEXES.....</b>	<b>33</b>
Annex 1: EUA Events in 2016.....	33
Annex 2: EUA Publications in 2016.....	37
Annex 3: EUA Projects in 2016.....	39
Annex 4: Steering Committees.....	40
Annex 5: Research Policy Working Group .....	42
Annex 6: Expert and High Level Groups.....	43

# Message from the President



2016 was a tempestuous year for the Old Continent. Europe faced terrorist attacks, escalating migration pressures, prolonged financial and economic crises, the impact of new technologies on society and labour markets, the Brexit vote, rising populism and the aftershock of a dramatic leadership change in the United States.

Unfortunately the dust is not settling and the implications for Europe and its universities are becoming ever more complex. Some of these issues have put the very idea of Europe and its values under scrutiny. In these- challenging times, we need to think collectively about how to react to a rapidly-changing world in order to ensure that Europe's universities remain stronger than ever.

We need to underline that universities are not only impacted by these challenges, but actively address them and ultimately contribute to our goal of achieving a better Europe. They are motors of economic recovery, educating future generations. They deliver cutting-edge research and solutions to scientific and societal challenges. They play an important role in transmitting cultural heritage and European values, as well as fostering inclusion and forging relations abroad.

However, in order to harness the relevance of Europe's universities in this evolving context, we need to strengthen our impact, build stronger ties to national agendas and promote a united European vision. We also need to support universities as they deal with tough political issues in their countries, as we did with members in the UK in the wake of the Brexit vote and in Turkey where academic freedom and autonomy are under pressure. Furthermore, we need to continue to ensure the most favourable framework conditions for universities in the future, as we did in 2016 with input into the EU Financial Regulation review and the development of our vision for the next Framework Programme on Research and Innovation. Most importantly, we need quality - the very foundation of research and teaching. Its permanent assessment should be central to all academic activity.

While much has been accomplished in 2016, as this report reflects, we need to envision bright and creative solutions to ensure Europe's universities are ready to face the Old Continent of tomorrow. EUA's motto is "Strong universities for a strong Europe". The Association is looking forward to its continued collaboration with its many members to promote this vision as it becomes more relevant than ever before.

A handwritten signature in blue ink, which appears to read "Rolf Tarrach". The signature is written in a cursive style.

**Professor Rolf Tarrach**

EUA President

# Foreword from the Secretary General

Challenging from the outset, 2016 proved to be a year that revealed just how rapidly the world is changing and how the higher education sector needs to prepare for a future that is already upon us. However, it was also a year that offered several opportunities to shape what lies ahead.



Through a series of reviews of EU frameworks, funding instruments and regulations that are important to higher education and research, EUA worked with members to gather input and formulate recommendations aimed at building better conditions for universities in the future. EUA's membership consultation on Horizon 2020 and Erasmus+ was a crucial component of this work. Hundreds of member universities responded, allowing EUA to provide suggestions to the European Commission on how to improve future generations of these essential programmes.

In 2016, EUA offered members an array of opportunities for mutual exchange, networking and learning, and worked even more closely with them in facing exceptional circumstances and new developments affecting universities. EUA concentrated on the refugee crisis, working with institutions across Europe to map initiatives aimed at assisting displaced academics and students. It advocated for Open Science, Open Access and EU copyright reform. Moreover, it continued to promote the Bologna Process, enhancing its focus on learning and teaching. Notably, EUA launched the new Learning & Teaching Initiative to set a more sustained approach for dialogue and cooperation with EUA's members on this crucial topic. The Association also began laying the groundwork for the new Learning & Teaching Forum which will debut in 2017.

Furthermore, EUA began putting greater focus on its special services in order to improve their visibility for interested universities. It also stepped up its presence on various social media outlets to increase the Association's outreach to stakeholders and members alike.

EUA took on these activities to help institutions better adapt to the world and to advocate for a better future. As these initiatives are of great value to EUA members, we will keep addressing them in the coming year and beyond. We are also pleased to report that EUA continues to welcome new members and we are thankful for such valuable support.

A handwritten signature in black ink, which reads "Lesley Wilson". The signature is written in a cursive, flowing style.

**Lesley Wilson**

EUA Secretary General

# SECTION 1: EUA Activities in 2016

EUA offers a wide range of opportunities for its members to participate in projects, events and mutual learning activities in the field of higher education and research and to interact with key institutions and stakeholders. Above all, EUA provides universities with a unique channel through which to influence and shape future European policies and initiatives that affect the university sector. By cultivating this work and contacts with the European Commission, Parliament, the Bologna Follow-up Group and other high-level decision-making bodies, EUA ensures universities' interests and concerns are both voiced and heard.

The 2016 Annual Report summarises the activities carried out on behalf and in support of European universities over the course of the year. For more comprehensive information on EUA projects, events and publications, please refer to the annexes of this report and to the EUA website.

## A: Universities in the European Higher Education Area

EUA is a major policy player engaging in high-level dialogues and advocating on behalf of its members for adequate policy frameworks for higher education at the EU and national level. EUA's work in this area is framed by the broader policy context of the Bologna Process and the European Higher Education Area.

In 2016, EUA was intensely engaged in responding on behalf of, or together with Europe's universities to various European Commission consultations affecting higher education and research policy. In February, EUA issued a statement in response to the Commission's consultation on the Modernisation Agenda. The Association offered suggestions on how to best address the Commission's main concerns and offered four extra priorities it considers indispensable to the Modernisation Agenda's success. Also in February, EUA joined the European Commission's new Education and Teaching 2020 working group on Modernisation of Higher Education. Notably, it was the first time stakeholder organisations like EUA were invited to take part in such groups.

In March, EUA responded to the European Commission's non-public consultation on an issues paper regarding the New Skills Agenda. EUA received the invitation both as a member of the Bologna Follow-up Group and the European Qualifications Framework for Lifelong learning Advisory Group. EUA responded by expressing its support for a process that would address the potential of individual education sectors with strong attention to cross-sectoral exchange and cooperation, rather than trying to develop a one-size-fits-all approach for all education sectors.

EUA is engaged in various projects offering members opportunities for mutual learning and information exchange that feed into EUA's higher education policy work. In 2016, the Association continued to lead **the EFFECT project** (European Forum for Enhanced Collaboration in Teaching), which aims to facilitate the exchange of experience and effective methods in university teachers' development at the European level. This is an area of

growing importance as universities cater to larger and more diverse student bodies and emphasise student-centred learning and learning outcomes. In 2016, the project focused on collecting good practices on teaching enhancement and creating material to support academic teaching staff and institutional leadership.

Building on EUA's project and policy work on learning and teaching, including participation in the Bologna Process and contributions to EU processes, the Association launched the **Learning & Teaching Initiative** in December 2016. The Initiative intends to set a more structured approach for dialogue and cooperation with EUA's members on this crucial topic. Also in 2016, the Association began laying the groundwork for the new EUA Learning & Teaching Forum which will debut in 2017 to facilitate the exchange of experiences on learning and teaching in higher education. To gather input for these efforts, EUA invited members to participate in four thematic peer groups. Outcomes from the Initiative, including the peer groups' work, will feed into EUA's future activities in the area of learning and teaching, including the 2018 Bologna Ministerial Conference and Communiqué.

Quality assurance (QA) remained a key issue for the Association in 2016 as it advanced its work in this field through a range of activities in cooperation with its members and partners, in particular the E4 Group which includes EUA, ENQA, ESU and EURASHE. Central to this effort was the **11th European Quality Assurance Forum (EQAF)** that took place in Ljubljana, Slovenia in November. Co-hosted by the Slovenian Student Union and the University of Ljubljana, the event gathered more than 400 participants to discuss current issues in quality assurance under the theme "Quality in context – embedding improvement." EQAF is co-organised annually by the E4 Group and provides a unique platform for the higher education and quality assurance communities to monitor, shape and anticipate developments in the field.

Also of interest to stakeholders in QA in higher education, in collaboration with the **EQUIP project** (Enhancing Quality through Innovative Policy and Practice) partners, EUA held five events in 2016. These included two webinars focused on the implications of the introduction of the 2015 Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG 2015), in particular the changes to external QA, and implications on learning and teaching. Three workshops covering a range of topics aimed to support higher education stakeholders in meeting the expectations laid out by the ESG 2015 were held in the Netherlands, Austria and Portugal over the course of the first half of the year. In the second half, the project focused on examining more in-depth solutions to challenges created by the above-mentioned changes.

As a part of its policy monitoring, EUA keeps a close eye on EU trade agreements and the recognition of professional qualifications, two policy areas that can have implications for universities. In January, EUA issued an update on the Transatlantic Trade and Investment Partnership (TTIP) and in February it published its 14th update on the Recognition of Professional Qualifications. In June, EUA presented a special combined update on EU trade agreements and the recognition of professional qualifications, highlighting how the overlap of the two areas is becoming more significant. The update reports on the point of convergence, namely Mutual Recognition Agreements (MRAs).



Also in 2016, EUA offered a webinar in February covering some of the latest developments in academic recognition. The webinar included a presentation of EUA's work on recent European projects on recognition, including the ongoing Focus on Automatic Institutional Recognition (FAIR) project. At the end of the year, EUA submitted its reports on the progress made by the higher education institutions participating in FAIR in aligning their recognition procedures with the Lisbon Recognition Convention.

The **2016 EUA Annual Conference** was hosted in April by the National University of Ireland in Galway under the theme "Bricks and clicks for Europe: building a successful digital campus." The conference explored how Europe's universities are developing comprehensive strategies and tackling the challenges involved in becoming more interactive and interconnected.



In a major highlight, the President of Ireland, Michael D. Higgins, opened the event with a speech pointing to both opportunities and challenges presented by the use of technology. Higgins strongly emphasised the crucial societal role of education considering Europe's current political and intellectual crisis.

*"It is through the encouragement of creative and free thinking that our universities acquired their status in the past, and correctly claim it today as unique institutions that accept the responsibility of enabling and empowering citizens to participate fully and effectively at all levels of society."*

*Michael D. Higgins, President of Ireland*

Interactive parallel sessions featured hands-on explorations of institutional case studies on digitalisation in learning and teaching, research and open science, outreach to society and Galway as a digital university. In addition, a Hot Topic session addressed university mergers in Europe. More than 300 university leaders took part in discussions along with university staff and students.

## EUA MEMBER CONSULTATION ON THE MID-TERM REVIEW OF HORIZON 2020 AND ERASMUS+

---

In 2016, EUA offered members an important opportunity to have their say on the Horizon 2020 and Erasmus+ Programmes in order to provide crucial input to the European Commission as it conducted its mid-term reviews of the funding programmes. EUA launched its member survey in January and formulated its reports and core recommendations over the course of the year. As universities are key stakeholders and beneficiaries in both Horizon 2020 and Erasmus+, EUA worked through extensive dissemination of the findings to ensure that their experiences and voices were heard.

### **Horizon 2020: European universities call for more competitiveness and efficiency**

EUA showcased the results of its survey on Horizon 2020 in the report “EUA member consultation: A contribution to the Horizon 2020 mid-term review.” Presented in December, it reflects the responses of more than 150 universities from 28 countries across Europe. The report puts forward a comprehensive view of Horizon 2020 and includes EUA’s core messages to the Commission on how to improve the Programme. It also includes reflections from EUA’s ongoing work on the Ninth Framework Programme, the European Innovation Council and the Public Funding Observatory.

*“Excellent, multidisciplinary, and collaborative university-based research is key to ensure societal progress and well-being in the long-term. This requires increased, sustainable and efficient grant funding that benefits the entire continent.”*

*David Drewry, EUA Vice-President and Chair of the Research Policy Working Group.*

European universities are key beneficiaries of the Framework Programme and staunch supporters of Horizon 2020, which is seen as being highly successful. Nevertheless, the EUA member consultation revealed that it is endangered by critically low success rates due to insufficient funding at the EU and national levels. This translates into higher participation costs, wasted research ideas and greatly reduces the competitiveness of the European Research Area and the efficiency of public investment.

### **Erasmus+: European universities call for more simplification, flexibility and funding**

EUA’s findings on Erasmus+ were presented in the report, “EUA member consultation: A contribution to the Erasmus+ mid-term review.” Released in November, it showcases the responses of more than 200 higher education institutions from 36 countries in Europe.

*“Universities call for some key improvements that will make the next programme generation even better – including more streamlining and flexibility that would allow to take into account the realities and needs of institutions, their staff and mobile individuals.”*

*Michael Gaebel, Director of Higher Education Policy at EUA*

While survey respondents expressed appreciation for the current programme structure, many felt there has been no real simplification, that flexibility has not improved and that administrative burdens have increased. They also widely acknowledged that funding is insufficient. Importantly, respondents appealed for more support for the inclusion of priority groups of vulnerable learners, such as refugees. The report also includes specific findings on the three Erasmus+ Key Actions and provides the basis for EUA’s core recommendations on the future of the Programme, which were published in January 2017.

Before the release of the report, EUA also hosted a special webinar on the “Erasmus+ mid-term review.” Held in September, EUA presented the initial findings of the member consultation. Also in 2016, EUA published two special newsletter editions dedicated to the results of both consultations. These included unique written contributions from EUA members who took part in the surveys.

## B: 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 2016. As one of the European stakeholder organisations in research and innovation, EUA remains committed to realising the European Research Area and to working with its members to demonstrate the contribution of universities.

One of EUA’s main outputs in 2016 was the development of its vision on the design of the Ninth EU Framework Programme for Research and Innovation (FP9). Adopted by the EUA Council in October, the vision paper provides an early perspective on the main challenges ahead and outlines key areas, from the point of view of Europe’s universities, to be considered by the European Commission when planning the FP9. Also in 2016, EUA published its response to the European Commission’s call for ideas on designing a European Innovation Council. After a consultation with its university members, EUA issued the response stressing that the main mission of a European Innovation Council should be the enhancement of competitiveness and the creation of jobs for the benefit of society.

In 2016, EUA continued activities in the field of Smart Specialisation (RIS3) as one of the core areas of the Association’s work on research and innovation policy. In April, EUA published

the report “Universities Promoting Regional Innovation across Europe,” an outcome of the first meeting of EUA’s Expert Group on Research and Innovation Strategies for Smart Specialisation and the RIS3 Workshop held in Madrid, Spain in November 2015. In October 2016, EUA held a second RIS3 workshop, “Universities as motors of innovation in Central and Eastern Europe,” back-to-back with the second meeting of the Expert Group. Organised with the Polish Rectors’ Conference, the event was hosted by the University of Warsaw. Also in October, EUA held a webinar on “The role of universities in Regional Innovation: The case of Research and Innovation Strategies for Smart Specialisation.” The webinar presented the outcomes of the two workshops and outlined key recommendations for universities to consolidate their role as stakeholders in smart specialisation.

In 2016, EUA became very active on behalf of its members in supporting the transition towards **Open Science** as the political push in the field gained momentum at both the national and EU level. EUA made remarkable progress in this field through close collaboration with the EUA Expert Group on Science 2.0/Open Science. The main achievement being that EUA is now a recognised voice in European policy discussion fora. This is also reflected in the fact that EUA is represented through the Expert Group in the European Commission’s overarching Open Science Policy Platform (OSPP).

In January, EUA published its “Roadmap on Open Access to Research Publications.” The main objective is to assist Europe’s universities in the transition to Open Access. It was the first step in a series of EUA initiatives aimed at addressing the implications of Open Science. Also in January, EUA formed the High-Level Group on “big deals” with scientific publishers upon the recommendation of the Expert Group. Endorsed by the EUA Council, the group aims to bring together high-level leaders engaged in negotiating “big deals” with publishers on behalf of universities, and to support their institutions in these processes.

In a related steps, in January, the EUA Council endorsed a Statement in support of the San Francisco Declaration on Research Assessment (DORA). In March, EUA put its support behind the Max Planck Digital Library (MPDL) in its Expression of Interest in the “Large-scale implementation of Open Access to Scholarly Journals.” Meanwhile, the European Commission presented «The Charter for Access to Research Infrastructures», which was developed in collaboration with stakeholders including EUA. In April, EUA endorsed the “Amsterdam Call for Action on Open Science,” a plan authored by the Dutch EU Presidency that includes specific objectives to accelerate the transition to Open Science.

In December, EUA released its 2016 Open Access survey. The aim is to develop a comprehensive European view of the degree to which institutional policies on Open Access to research publications and research data management have been developed and implemented in European universities. The survey results will further inform EUA’s work in policy dialogue, as well as initiatives to support European universities.

The need to modernise European copyright laws was also on EUA’s agenda in 2016. In February, the Association responded to the European Commission’s copyright framework recommendations with a list of six suggestions. In November, EUA built on this by responding to the European Commission’s proposal for a Directive on copyright in the Digital Single Market, stressing the need for further clarification and dialogue to make European

copyright efficient, future-proof and innovation-friendly. While EUA agrees that copyright rules need to be aligned with new working methods, digitalisation and increasing international collaboration, the Association issued seven recommendations whose implementation would benefit education, research and innovation in Europe.

---

*“The current proposal remains silent on open access to publications, data, and teaching materials, while easy accessibility would improve the quality of research and stimulate its valorisation in academia and beyond.”*

*Jean-Pierre Finance, EUA Expert Group on Science 2.0/  
Open Science*

---

All of EUA’s policy activities in the area of research and innovation continued to be led in 2016 by the Research Policy Working Group, which held regular working dialogues with representatives of European institutions and other stakeholders.

## UNI-SET: MOBILISING THE RESEARCH, INNOVATION AND EDUCATIONAL CAPACITIES OF EUROPE'S UNIVERSITIES

---

The UNI-SET project aims to mobilise European universities to contribute to the ambitious European energy goals spelled out in the European Strategic Energy Technology Plan (SET-Plan), the European Energy Union and the Europe 2020 strategy for smart, sustainable and inclusive growth. For EUA, UNI-SET is also a step in further developing the European Platform of Universities in Energy Research & Education (EUA-EPUE), which represents the university sector in the SET-Plan and in the European Energy Research Alliance. Horizon 2020: European universities call for more competitiveness and efficiency

In 2016, EUA began its activities in the UNI-SET project with a webinar in January that presented the findings of the UNI-SET Universities and Employers Surveys and the University Energy Atlas. The presentation included an overview of the UNI-SET Energy Clustering Events, which are aimed at stimulating cooperation in the development of innovative research and education programmes in the energy field.

EUA, together with KU Leuven which represents universities in InnoEnergy, organised three Energy Clustering Events in 2016. The 1st event took place in Trondheim, Norway in February and focused on “Human resources and new knowledge to build the future energy system.» The 2nd event was held in September at the Politecnico di Torino in Italy under the theme «Universities in the Energy Transition: Focus on Energy Efficient Systems and Nuclear Safety.» The 3rd event, “Universities in the Energy Transition: Focus on Smart Energy Systems and Communities,” took place in November at the University Politehnica of Bucharest in Romania.

*“We envisage an energy research, innovation and education system that is integrated and embedded in a political framework that facilitates solutions for Europe’s energy challenge.”*

*Torbjørn Digernes, Chair of EUA-EPUE and the UNI-SET project Steering Committee*

A major milestone in the UNI-SET Project in 2016 was the release of the “Roadmap for European Universities in Energy.” The publication outlines a path forward for universities to coordinate their contributions to energy and climate challenges. The document was presented in December at the Strategic Energy Technology Plan (SET-Plan) Conference in Bratislava, Slovakia. More than 300 university leaders contributed to the vision, objectives and actions outlined in the document.

## EUA COUNCIL FOR DOCTORAL EDUCATION

---

The EUA Council for Doctoral Education (EUA-CDE), an independent EUA membership service, aims at supporting universities in enhancing and developing doctoral education in Europe. At the end of 2016, EUA-CDE counted 238 members in 35 countries, thus representing the largest European body dedicated to doctoral education.

Activities in 2016 began with the EUA-CDE 9th Annual Workshop. Under the theme “Doctoral Supervision – practices and responsibilities,” the event gathered more than 100 delegates in January at the Delft University of Technology in the Netherlands. The discussion focused on the changing nature of the supervisor-supervisee relationship in doctoral education, the institutional practices to support supervision, and how to engage with supervisors.

EUA-CDE continued its work in April by publishing “Taking Salzburg Forward – Implementation and New Challenges.” A set of recommendations, the document builds on a consultation involving more than 200 universities in 39 countries. It provides guidelines for taking forward the strategic implementation of reforms in doctoral education, building on the Salzburg Principles and Recommendations, but also looks at the new challenges Europe’s universities are facing. On the eve of the publication of the recommendations, EUA-CDE hosted a webinar on “The way forward for Doctoral Education.” It also dedicated its spring edition of the CDE Bulletin to this topic, entitling the issue “Doctoral Education: What’s next?”

In June 2016, EUA-CDE held its 9th Annual Meeting at the Rovira i Virgili University in Tarragona, Spain. With more than 200 participants, it proved to be the largest in the history of CDE. This conference, “Doctoral Education: a dilemma of quality and quantity?” focused on the relation between the increasing number of doctoral candidates and the quality of provision.

In 2016, EUA-CDE also laid the groundwork for a special edition of the CDE Bulletin entitled “On the Cutting Edge of Research: The Open Access Challenge.” For the first time in EUA-CDE history, this special issue, released in January 2017, was made available to the public.

## C: Governance, Autonomy and Funding

Governance, efficiency and sustainable funding for Europe's universities were among the key topics EUA addressed in 2016 on behalf of its members. Building on its expertise on EU funding and strategies for efficient funding at the national level, and in the context of a wider discussion on the future of EU funding, EUA launched a new campaign on sufficient, sustainable and simple funding for universities. In a more constrained economic environment, EUA has made it a priority to not only advocate for favourable conditions for universities in EU funding programmes, but to also pay attention to the links with funding models at the system level across Europe.

### 3 reasons universities need sufficient, sustainable and simple funding programmes

1. Horizon 2020 generates high added value
2. Lower success rate of Horizon 2020 applications leads to inefficient high costs and lost scientific discoveries
3. Universities are involved in highly-innovative close-to-market projects through grant funding

© University of Porto



In 2016, EUA's Funding Forum provided a space to address these issues. Under the theme, "Efficient universities: Value for Society," the third edition of this event was hosted by the University of Porto in Portugal in October and gathered stakeholders from 35 countries. A major occasion for the university community to meet around strategic financial issues, with policy makers and partners, the Funding Forum also bolstered EUA's campaign and further work on both EU funding and university strategic management.

#### The 2016 Public Funding Observatory revealed that:

- capital funding and investment in infrastructure are decreasing;
- student aid is declining;
- staff layoffs and hiring freezes are further consequences of cuts.

#### Public funding to universities from 2008-2015:

- increased in 11 countries, while rising student numbers in seven translated into a decrease per student
- fell in 13 systems, including in seven where student numbers went up



In a special highlight, EUA presented the findings of the 2016 edition of the Public Funding Observatory, which covers trends in 30 different higher education systems across Europe.

EU funding for universities was indeed a central theme in EUA's activities in 2016, with a series of milestones taking place in Brussels. These included providing expertise to policy makers with a view to shaping future EU funding instruments and ensuring adequate conditions for the financial sustainability of universities across Europe. In this context, EUA widely disseminated the results of its member consultation on Horizon 2020 and Erasmus+. It also organised a joint event with the Permanent Representation of Austria on university funding in September. More than 40 national education and research counsellors attended the event, which focused on the current state of public funding to universities, particularly exposing the links between the national and European levels of funding.

EUA continued to monitor and provide input to a series of related review processes, such as the EU Financial Regulation review, which governs the modalities of funding allocation, notably for Horizon 2020 and Erasmus+. EUA published a statement in May in response to the European Commission's public consultation, focusing on the simplification of rules and the sustainability of EU funding. The statement, which EUA presented at the European Parliament in July, outlined ten key points for EU policy makers to consider.

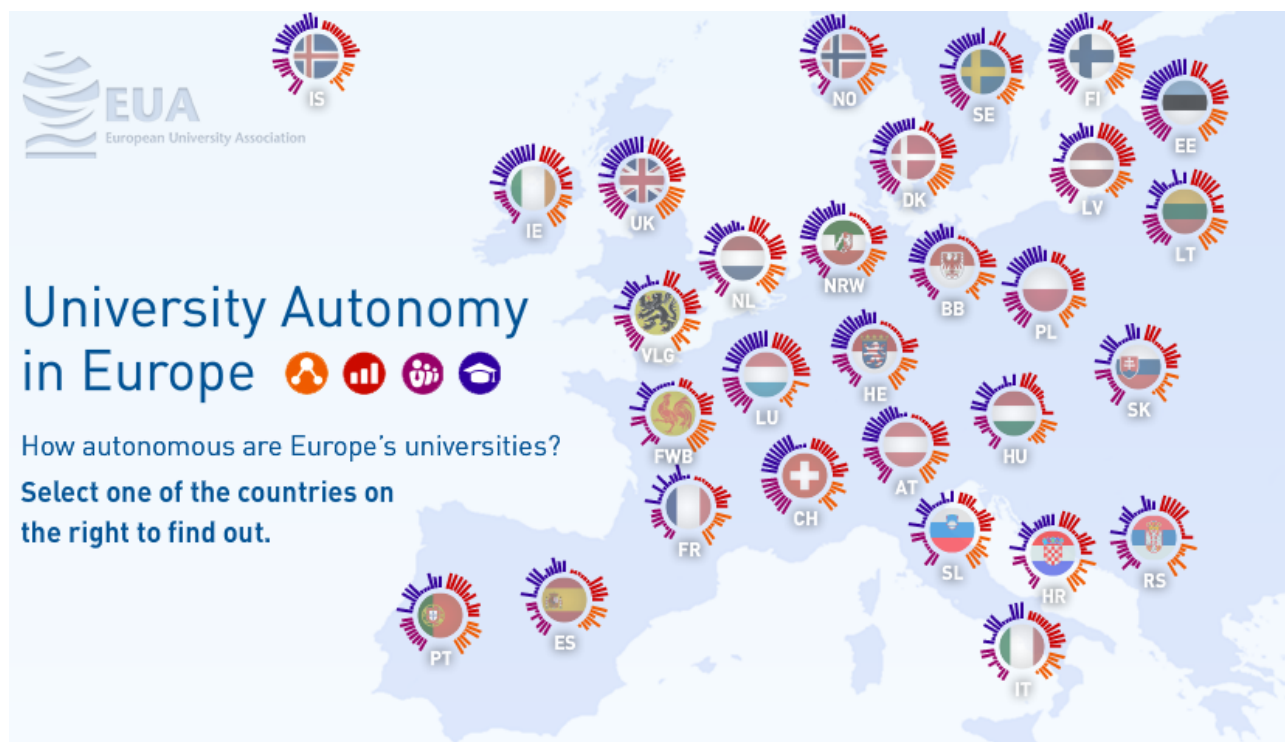
EUA further consolidated its expertise on the European Fund for Strategic Investments (EFSI). An EUA review released in June revealed that universities do not actually benefit from the scheme, even though EFSI was supported by funds taken from Horizon 2020. The publication "One year of EFSI: What's in it for universities?" showed that less than one-fourth of EFSI financing was labelled to fund "research, development and innovation", but that these activities focused on infrastructure rather than on scientific and technological discovery. EUA pointed out to EU and national policy makers three reasons why EFSI as a loan scheme is not suited to support collaborative university research.

**3 reasons  
EFSI  
is not suited  
for universities**

- 1.** Loan schemes and financial instruments are not suitable to fund university-based research
- 2.** Universities in most European countries are not allowed to borrow money or can do so only under strict conditions
- 3.** The nature and the scale of projects considered for financing essentially excluded universities from the scheme

EUA's activities on universities' financial sustainability in 2016 concentrated on the USTREAM project ("Universities for Strategic, Efficient and Autonomous Management"). This work explores measures pursued by universities across Europe in order to enhance efficiency as they are faced with fewer resources and tougher competition for funding. Launched in January, the project featured a consultation with EUA's collective members exploring which systems put into place efficiency measures. In October, the project launched an online survey focused on institutional frameworks, implementation practices and the impact of measures that are adopted by higher education institutions to foster efficiency in different contexts.

USTREAM follows from the DEFINE project (“Designing strategies for efficient funding of universities in Europe”), which was completed in 2015 and whose recommendations continued to be disseminated throughout 2016, notably via a webinar held in May that highlighted the opportunities, risks and limits of performance-based funding and offered advice and good practice examples from across Europe.



In parallel to these activities, EUA carried forward its work on university merger and concentration processes, launched under DEFINE, with the update of its online university merger tool and further discussions on a topic that remains highly relevant for many members. In particular, the topic was featured at the EUA Hot Topic Session on university mergers in Europe at the EUA Annual Conference in Galway.

## D: European Universities in the Neighbourhood and Beyond

In 2016, EUA worked to enhance links and partnerships in different world regions. In particular, it focused on the European Neighbourhood, while continuing to act as the voice of European universities on the global higher education scene.

In Europe's Neighbourhood, one of EUA's main activities in 2016 dealt with assisting students and scholars affected by the refugee crisis and campaigning to draw attention to this issue. Of key importance, EUA launched the Refugees Welcome Map in February to address the needs of the thousands of academics, researchers and students who have been forced to flee their countries. The interactive tool, fed through a dedicated survey, showcases hundreds of university initiatives aimed at supporting these refugees. EUA presented the initial findings during the webinar "Refugees welcome - Access and integration of refugee students in European higher education" in March. It also partnered in a new project, "**Higher Education Supporting Refugees in Europe**" (inHERE), that aims to address higher education access and integration of refugees. The project will take EUA's work forward in this area with an upgrade and re-launch of the map in 2017.

In 2016, the EUA Refugees Welcome Map collected 215 initiatives from 31 countries including:

- bridging and language courses
- information on study and employment opportunities
- support at local reception centres
- cultural and integration activities

The refugee crisis was also at the heart of one of EUA's flagship activities, the "Arab-Euro Conference on Higher Education" (AECHE). The third annual event, "Opportunities and Challenges for Arab and European universities in fulfilling their societal mission," was held in May at the University of Barcelona in Spain. It brought together more than 200 rectors and other academic representatives from Arab countries and Europe. The response of universities to refugees and academic freedom were among the main topics. AECHE is a platform for dialogue and collaboration initiated by EUA and the Association of Arab Universities in 2013. It is organised through a consortium of permanent and changing partners, consisting in 2016 of the University of Barcelona (coordinator), TU Berlin, University Mohammed V in Morocco, UNICA, UNIMED and the Union for the Mediterranean.



©University of Barcelona

Also in Europe's Neighbourhood, EUA continued its work in the "Centralised Support for Higher Education Reform Experts in European Neighbourhood countries" (HERE) project. Through an array of activities, the project enables exchange among 250 higher reform experts from 27 countries of the Eastern and Southern neighbourhood. Through national events, the project benefits large parts of the respective higher education communities, policy makers and other stakeholders. The 2016 Conference took place in Barcelona, Spain in December. Other events were organised in Ukraine, Poland, Sweden and Estonia. Together with the University of Barcelona, EUA implements HERE on behalf of the European Commission's Education, Audiovisual and Culture Executive Agency.

In 2016, EUA partnered in the new project "**Modernisation of Institutional Management of Innovation and Research in Southern Neighbouring Countries**" (MIMIR). Thirteen higher education institutions are participating in the MIMIR project, together with the Moroccan and Jordanian Ministries for Higher Education and Research, EUA, the Association of Arab Universities and the University of Barcelona (coordinator), to improve the institutional management of innovation and research at Moroccan and Jordanian partner institutions.

As a part of its focus in Africa, EUA hosted the initial planning meeting of the "**Harmonisation of African Higher Education Quality Assurance and Accreditation Initiative**" (HAQAA) in January at its headquarters in Brussels. In September, the Initiative was officially launched in Windhoek, Namibia with EUA as a member of its consortium. A key element in the framework of the Joint Africa-EU Strategy, the Initiative supports the implementation of the Pan-African Quality Assurance and Accreditation Framework.



In a global context, EUA took its work forward in Asia by partnering with the Chinese Education Ministry's National Centre for Education Development Research (NCEDR) to organise the first Sino-European Forum on Education Policy Think Tanks in Beijing, China. On the occasion in October, NCEDR and EUA signed a Memorandum of Understanding confirming their partnership. Also in Asia,

under the "European Union Support to Higher Education in ASEAN Region" (SHARE) project, EUA contributed to the establishment of an ASEAN regional quality assurance approach and a qualifications framework.

In the Americas, EUA maintained long-held relations in the United States, in particular through the Council for Higher Education Accreditation (CHEA). EUA was represented in CHEA's board and in the International Quality Advisory Board.

In 2016, EUA also continued its activities as partner in the "Harmonisation and Innovation in Central American Higher Education Curricula: Enhancing and Implementing a Regional Qualifications Framework" (HICA) project. This is a follow-up to the ALFA Puentes project.

Finally, in November, the Council of Graduate Schools invited EUA-CDE to take part in its 10th Annual Leaders Global Summit on Graduate Education in São Paulo, Brazil. The Association provided a contribution on how doctoral assessment and career tracking influence definitions of doctoral education.

## E: EUA in a Changing Political Context

Political, economic and societal challenges in Europe made for a complex year in 2016. The continent faced migration pressures, violent terrorism, an unexpected Brexit vote and a rise in populism. In this rapidly-changing context, university values and missions have come under pressure. EUA worked vigorously to show its support to higher education institutions as they found themselves in difficult situations due to these complex times. Notably, EUA heavily stepped up its efforts in working closely with members in monitoring and dealing with political situations in their countries. Some of EUA's main activities dealt with defending academic freedom, insisting on the protection of higher education from violent attacks and campaigning for a united family of European universities.

---

*“British universities are and remain an essential part of the European family of universities, which extends beyond EU borders.”*

---

Following the vote on 23 June, EUA immediately issued a statement affirming that UK universities will remain part of the European family. This spirit was underlined on 22 July when 24 national rectors' conferences signed a statement calling for collaboration between the UK and the rest of Europe to continue. EUA President Rolf Tarrach was a signatory. Over the summer, EUA put together a team of experts to gather evidence on the possible impact of Brexit on European higher education and research. In September, EUA released a factsheet on the possible status of UK universities in EU funding programmes entitled “After the Brexit Referendum: Possible outcomes for Horizon 2020 and Erasmus+”. Throughout the autumn, EUA continued to underline the importance of existing ties and collaborations and the key role that the UK plays. In October, the EUA Council strongly endorsed the aim of UUK to work with the Association to sustain European collaboration with British universities. That same month, EUA and UUK issued a joint press release applauding the UK's clarification that EU students applying for the 2017-2018 academic year would be eligible for loans and grants for the duration of their degree course. In November, EUA published a second report, “EUA Brexit Factsheet: UK – European Research Collaboration and Student Mobility,” putting numbers on the UK's vital role in the European Research Area and as an important destination for mobile students. Towards the end of the year, EUA also laid out plans to reinforce contacts at the European level and to continue to support the close links between universities in the UK and those in the rest of Europe as Brexit nears.



## The UK in European Research

The UK is the most productive country in Europe in terms of scientific output, and one in four UK publications is done in collaboration with a European partner.

Over **330,000** publications were produced from collaborations between UK and European researchers between 2003 and 2012 – more than all the publications of Norway, Portugal, and Ireland put together.



The UK is not only the most active participant in Horizon 2020, UK institutions coordinate about **20%** of all the projects that have been funded so far.



In 2016, EUA also continued to speak out about the need to protect universities from violent attacks. In January, the Association issued a statement condemning the attack on Bacha Khan University in Pakistan that killed more than 20 people. In August, EUA called on universities to unite in condemning the attack on the American University in Afghanistan that killed 16 people. It further appealed to the international community to take action to protect universities from attacks and prevent them from happening in the future. Following the terror attacks in Brussels in March, EUA issued a statement expressing the need to stand up for university values even more than in the past in light of the growing political, economic and societal challenges that undeniably have an impact on higher education.

In its efforts to promote university values, especially academic freedom, tolerance, inclusiveness and openness, EUA focused on cases where these values were under pressure. Of particular relevance was the case of Turkey. In January, EUA began close monitoring when several academics came under government pressure for expressing their views under the petition “We Will not be a Party to this Crime.” The situation intensified when several universities were shut down and academics dismissed following a coup attempt in Turkey in July. EUA issued six statements over the year expressing its commitment to safeguarding academic freedom and institutional autonomy and to supporting its many members in Turkey. In September, EUA met with its member, the Turkish Higher Education Council (YÖK), at the EUA headquarters in Brussels to discuss developments in the Turkish higher education sector. YÖK also presented an update of the situation during the EUA autumn Council meeting.



With an eye on the future, the Association also worked in 2016 to reflect on how these complex challenges have put the very idea of Europe and its values under scrutiny. As the 60th Anniversary of the Rome Treaties nears, EUA plans to take its work forward by focusing on the role of universities in the future of European integration, the impact of European governance on higher education, as well as the role of the Association in this context.

## F: EUA Special Services

### **Institutional Evaluation Programme**

The Institutional Evaluation Programme (IEP) offers higher education institutions support as they face different challenges and develop their strategic leadership and capacity to manage change. In 2016, IEP took its work forward with new rounds of evaluations. The programme worked with six institutions in 2015/2016, while nine will be evaluated in the 2016/2017 academic year (see below). The IEP methodology, which features an improvement-oriented peer-review approach, has been used in more than 400 higher education institutions in 47 countries in the 22 years since IEP was established.

#### *IEP evaluations 2015/16:*

- 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)

#### *IEP evaluations 2016/17:*

- University of Luxembourg, Luxembourg
- Nazarbayev University, Kazakhstan
- The Lebanese French University of Technology and Applied Sciences, Lebanon
- Charles University, Prague, Czech Republic
- American University for Central Asia in Bishkek, Kyrgyzstan
- Riga Technical University, Latvia (Follow-up)
- Marmara University, Turkey (Follow-up)
- Istanbul Aydin University, Turkey (Follow-up)
- University of Medicine and Pharmacy of Targu Mures, Romania (Follow-up)

The Ministry of Education and Science in the Former Yugoslav Republic of Macedonia also commissioned IEP in 2016 to carry out evaluations in the six higher education institutions in the country. In May, IEP held a preparatory workshop in Skopje to explain the IEP methodology and support the institutions in preparing for the evaluations that are planned to be finalised in 2017.

Also in 2016, IEP began offering institutions the option of selecting a special focus for the evaluation. They can choose internationalisation or management of research and use of research results. The selected focus is given extra attention within the context of a full institutional evaluation, providing more in-depth analysis and recommendations.

Finally, in order to develop their evaluation skills and cultivate team dynamics, the IEP pool of experts met in September at the University of Lausanne in Switzerland for their annual seminar. During the event, they discussed European-level trends and policies in higher education, as well as European approaches to research ethics and integrity.

## **EUA Solutions**

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

In 2016, EUA Solutions conducted the external review of the Academic Cooperation Association (ACA). The purpose of the exercise was to evaluate ACA's mission and role in regard to its members and the field of international higher education. A team of experts conducted the review and provided recommendations on ways forward for the Association, including new priority areas and activities and funding models.



# EUA communications in numbers

## In a nutshell

2016 marked the creation of the EUA Facebook page and the development of its social media presence.

Traditional channels were not overlooked: EUA has kept a high number of mentions in the press while its website and newsletter kept attracting a significant audience.



EUA press mentions  
450



EUA newsletter subscribers  
11 500



4 614 followers



www.eua.be  
641 460 views



741 followers



660 likes

Data collected for the period 1/1-31/12/2016



## Popular tweets



euatweets

Despite [#Brexit](#), UK [#universities](#) remain part of European family. The Europe of universities will not be divided!  
[bit.ly/28RkyU6](https://bit.ly/28RkyU6)

(Tweet) June 24, 2016 10:52 am



euatweets

Upcoming EUA [#webinars](#): [#ErasmusPlus](#) midterm review, role of universities in [#RIS3](#) & trends in teaching enhancement  
[bit.ly/29ziOEZ](https://bit.ly/29ziOEZ)

(Tweet) July 11, 2016 3:01 pm



euatweets

EUA Statement condemning the forced resignation of 1577 university deans  
[bit.ly/2arjo3P](https://bit.ly/2arjo3P) [#TurkeyCoup](#) [#Turkey](#) [#HigherEducation](#)

(Tweet) July 19, 2016 8:27 pm



euatweets

University leaders discussing at [#FundingForum 2016](#) [#UniversityValue](#) for society & its different dimensions....  
[twitter.com/i/web/status/7...](https://twitter.com/i/web/status/7...)

(Tweet) October 06, 2016 12:13 pm



euatweets

[#Horizon2020](#) & beyond: EUA's vision for the next [#FrameworkProgramme](#)  
[bit.ly/2hkKwal](https://bit.ly/2hkKwal)  
[pic.twitter.com/X24iQRtACF](https://pic.twitter.com/X24iQRtACF)



(Tweet) by [Rupinder A.](#) December 15, 2016 9:00 am

# SECTION 2: EUA as an Organisation

EUA has around 850 members in almost 50 European countries, making it the most comprehensive and representative body of European universities. Seventeen 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 25 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 2016.

## 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 2016

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 2016, the Council met three times to discuss and define EUA's priorities and to endorse various policy positions and statements.

## Council members as of January 2017

<b>Austria</b>	Prof. Oliver Vitouch	President, Universities Austria
<b>Belgium</b>	Prof. Yvon Englert	President, Rectors' Conference, French Community of Belgium
<b>Belgium</b>	Prof. Luc De Schepper	President, Flemish Interuniversity Council
<b>Croatia</b>	Prof. Simun Andelinovic	President, Croatian Rectors' Conference
<b>Cyprus</b>	Prof. Kostas Gouliamos	President, Cyprus Rectors' Conference
<b>Czech Republic</b>	Prof. Tomáš Zima	President, Permanent Representative, Czech Rectors Conference
<b>Denmark</b>	Prof. Anders Overgaard Bjarklev	President, Technical University of Denmark
<b>Estonia</b>	Prof Tiit Land	President, Universities Estonia
<b>Finland</b>	Prof. Jouko Niinimäki	President, Universities Finland – UNIFI
<b>France</b>	Prof. Gilles Roussel	President, Conference of University Presidents
<b>Germany</b>	Prof. Horst Hippler	President, German Rectors' Conference
<b>Greece</b>	Prof. Pericles Mitkas and Prof. Venetsana Kyriazopoulou	Rector, Aristotle University of Thessaloniki and Rector, University of Patras
<b>Holy See</b>	Prof. fr. Mauro Mantovani	President, Conference of Rectors of Roman Pontifical Universities
<b>Hungary</b>	Prof. József Bódis	President, Hungarian Rectors' Conference
<b>Iceland</b>	Prof. Jon Atli Benediktsson	President, National Rectors' Conference in Iceland
<b>Ireland</b>	Dr Michael Murphy	Representative, Irish Universities Association
<b>Italy</b>	Prof. Gaetano Manfredi	President, Conference of Italian University Rectors
<b>Latvia</b>	Prof. Arvids Barševskis	President, Latvian Rectors' Council
<b>Lithuania</b>	Prof. Juozas Augutis	President, Lithuanian University Rectors' Conference
<b>Luxembourg</b>	Prof. Rainer Klump	President, University of Luxembourg
<b>The Netherlands</b>	Dr Karl Dittrich	President, Association of Universities in the Netherlands
<b>Norway</b>	Prof. Vidar L. Haanes	President, Norwegian Association for Higher Education Institutions

<b>Poland</b>	Prof. Jan Szmidt	President, Conference of Rectors of Academic Schools in Poland
<b>Portugal</b>	Prof. António Cunha	President, Portuguese National Conference of Rectors
<b>Romania</b>	Prof. Sorin Cimpeanu	President, Romanian Council of Rectors
<b>Serbia</b>	Prof. Vladimir Bumbasirevic	President, Conference of the Universities of Serbia
<b>Slovak Republic</b>	Prof. Rudolf Kropil	President, Slovak Rectors' Conference
<b>Slovenia</b>	Prof. Dragan Marušič	President, Slovenian Rectors' Conference
<b>Spain</b>	Prof. Segundo Píriz Durán	President, The Conference of the Rectors of the Spanish Universities
<b>Sweden</b>	Prof. Helen Dannelun	President, Association of Swedish Higher Education
<b>Switzerland</b>	Prof. Michael O. Hengartner	President, swissuniversities
<b>Turkey</b>	Prof. Yekta Sarac	President, Turkish University Rectors' Conference
<b>United Kingdom</b>	Dame Julia Goodfellow	President, Universities UK

## C: General Assembly

The General Assembly, composed 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 at the National University of Ireland (NUI) in Galway on 7 April 2016. The General Assembly approved the 2016-2017 Work Programme and 2016 budget, received a report on the various activities undertaken by the Association in 2015 and approved the 2015 accounts.

## D: The EUA Secretariat in Brussels

The EUA Secretariat of around 35 staff members, headed by the Secretary General, ensures the daily management and implementation of all EUA activities.

(December 2016)

### Secretary General's Office

Lesley Wilson - Secretary General

Sue Pavis - PA to the Secretary General/Office Manager

Monika Steinel - Policy Analyst

Thomas Jørgensen - Senior Policy Coordinator

Isabelle Deneyer - Membership & Statutory Meetings Assistant

## **Research & Innovation**

Lidia Borrell Damián - Director  
Lennart Stoy – Project Manager  
Julian Bauer - Policy & Project Officer  
Borana Taraj - Project Officer  
Kamila Kozirog - Administrative Officer

## **Governance, Funding & Public Policy Development**

Thomas Estermann - Director  
Enora Bennetot Pruvot - Deputy Director  
Anna-Lena Claeys-Kulik - Policy Analyst & Project Manager  
Veronika Kupriyanova, Policy & Project Officer  
Isabel Silva - Administrative Officer

## **Higher Education Policy**

Michael Gaebel - Director  
Thérèse Zhang - Deputy Director  
Henriette Stöber – Policy & Project Officer  
Luisa Bunescu - Policy & Project Officer  
Gemma Fagan - Administrative Assistant

## **Institutional Development**

Tia Loukkola - Director  
David Oliva Uribe - Head of the EUA Council for Doctoral Education (CDE)  
Anna Gover – Policy & Project Officer  
Goran Dakovic - Project Officer  
Bregt Saenen - Policy & Project Officer  
Caroline Marissal - Administrative Officer

## **Communications, Public Affairs & Membership**

Christel Vacelet – Director  
Jessica Carter - Press and Communications Manager  
Rupinder Kaur Arora - Communications Officer  
Sabien De Hanscutter - Events Manager  
Arianna Palomba - Events Organiser  
Aurélie Clenet - Events Organiser  
Alice Amah - Office Assistant

## **Administration & Finance**

Julien Georis - Manager, Finance and Administration  
Caroline Marquet - Accountant/Internal Control Officer

## **EUA 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, Research & Innovation

Rita Morais - Research & Innovation

Elizabeth Colucci - Higher Education Policy

## **E: Membership Development in 2016**

In 2016 the Association welcomed 20 new members, which are listed below, while 20 members resigned or were excluded from the organisation for non-payment of membership fees.

At the end of December 2016, EUA counted 835 members:

- 709 Individual full members
- 33 Collective full members
- 65 Individual Associate member
- 3 Collective Associate members
- 25 with Affiliate status

### **New Individual Full Members**

MCI Management Center Innsbruck (Austria)

Cyprus University of Technology (Cyprus)

University of Poitiers (France)

Frankfurt University of Applied Sciences (Germany)

Alice Solomon University of Applied Sciences Berlin (Germany)

Trier University (Germany)

Augsburg University of Applied Sciences (Germany)

University of the Arts Helsinki (Finland)

Oslo and Akershus University College of Applied Sciences (Norway)

Kazan Federal University (Russia)

University of Veterinary Medicine and Pharmacy in Kosice (Slovakia)

Catholic University San Antonio of Murcia (Spain)

Birkbeck, University of London (UK)

Higher State Educational Establishment Ukraine Bukovinian State Medical University (Ukraine)

## **New Individual Associate Members**

David Tvildiani Medical University (Georgia)

Karaganda National Agrarian University (Kazakhstan)

D. Serikbayev East Kazakhstan State Technical University (Kazakhstan)

East Kazakhstan State University n.a. Sarsen Amanzholov (Kazakhstan)

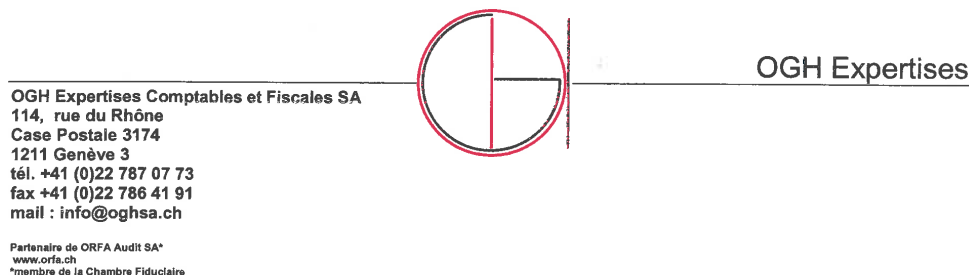
Yaşar University (Turkey)

## **New Affiliates**

Royal Melbourne Institute of Technology Spain (Spain)

# SECTION 3: Financial Statements and Accounts

Please see item 5 of the General Assembly agenda.



Report of the auditors  
to the Members of

**EUA, European University  
Association, Geneva**

**As of December 31<sup>st</sup>, 2016**

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 31<sup>st</sup>, 2016.

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 24, 2017  
5475616/4315731/8764



OGH Expertises  
Comptables et Fiscales SA

Ingo GIANNI  
Auditor in charge  
Swiss Chartered Accountant



Philippe Tardin  
Swiss Chartered Accountant

Enclosures :  
- Annual Financial Statements including the balance sheet, the profit and loss account and the note.



# Maillard, Dethier & C°

REVISEURS D'ENTREPRISES - BEDRIJFSREVISOREN - AUDITORS

Société civile à forme commerciale de sprl - Burgerlijke vennootschap met handelsvorm van bvba  
Rue de la Vignette / Kleine Wijngaardstraat 179 b 2 - 1160 Bruxelles / Brussel  
T : 02 673 22 22 - F : 02 675 05 46 - @ : fernand.maillard@auditfm.com - laurent.dethier@auditfm.com  
Member firm of GIE Audit Support Belgium RM²

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

Brussels, 03<sup>rd</sup> May 2017

Our ref.: FM/ap/17.2226

Dear Sir/Madam,

**Concern**: Certification of the 2016 financial statements

I should like to thank you for entrusting me with the responsibility of auditing your 2016 accounts.

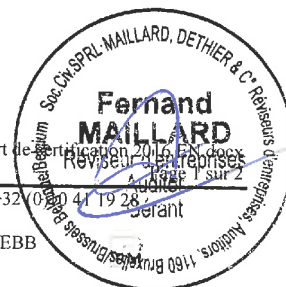
I have performed a review of the annual accounts for the accounting period ended on that date. The production of these financial statements is the responsibility of the foundation's board of directors. My responsibility is to issue a report on these financial statements based on my review.

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.



\\Sbs\docs\_findr\secretariat\COURRIER\172 FM\172226 EUA Rapport de certification 2016 FN.docx  
Page 1 sur 2

Siège social / Maatschappelijke zetel : Avenue de Nivelles 107 - 1300 Wavre (Limal) - T / F : +32 (0) 20 41 19 28  
RPM / RPR : Nivelles TVA / BTW : BE 0 459 528 194  
Banque / Bank : 068-2198359-75 IBAN : BE05-0682-1983-5975 BIC : GKCCBEBB  
Member firm of GIE Audit Support Belgium RM²

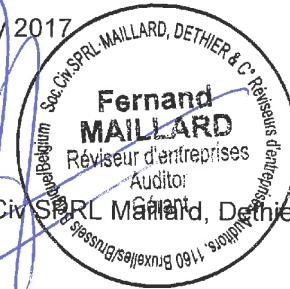
In relation to grants, I have not identified any duplicate subsidisation of costs and expenditure by the public authorities. Breakdowns and documents in support of grants still have to be subjected to the usual checks by the relevant authorities in place, who will confirm the final grants and eligible 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.

**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 31.12.2016 show a balance sheet total of €6,001,660.20 and a profit of €390,000.00 for 2016 before tax and appropriation.

Brussels, 03<sup>rd</sup> May 2017

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



## EUA - European University Association

### PROFIT AND LOSS

all euros

### ACTUALS

	31/12/2016			31/12/2015
INCOME	Geneva	Brussels	Total	Total
Membership Fees	3.359.358	0	3.359.358	3.309.794
EUA Council for Doctoral Education (CDE)	295.520	0	295.520	289.963
<i>sub total Membership Fees</i>	<i>3.654.878</i>	<i>0</i>	<i>3.654.878</i>	<i>3.599.757</i>
<i>Grants &amp; Subventions</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
EC Projects	0	694.886	694.886	1.389.877
IEP Projects	146.365	0	146.365	212.445
IEP Macedonia	42.940	0	42.940	0
EUA Solutions	31.465	0	31.465	0
Other Projects	59.117	324.690	383.807	416.537
<i>sub total Projects</i>	<i>279.887</i>	<i>1.019.576</i>	<i>1.299.463</i>	<i>2.018.859</i>
<i>Financial and Other</i>	<i>7.046</i>	<i>35.270</i>	<i>42.316</i>	<i>89.230</i>
<i>Income transferred from GVA to BXL</i>	<i>-3.264.202</i>	<i>3.264.202</i>	<i>0</i>	
<b>Total Income</b>	<b>677.610</b>	<b>4.319.048</b>	<b>4.996.657</b>	<b>5.707.846</b>
EXPENSES				
EC Projects	0	741.566	741.566	1.616.134
IEP Projects	126.204	32.602	158.806	212.445
IEP Romania	0	-26.479	-26.479	-216.000
IEP Macedonia	23.785	19.155	42.940	0
EUA Solutions	23.134	8.331	31.465	36.192
EUA Council of Doctoral Education (CDE)	193.048	156.256	349.304	336.453
Other Projects	17.357	615.324	632.680	513.426
EUA Projects Development	0	390.000	390.000	700.000
<i>sub total Projects</i>	<i>383.528</i>	<i>1.936.754</i>	<i>2.320.282</i>	<i>3.198.651</i>
<i>Salaries</i>				
Staff Expenses	335.941	2.338.821	2.674.762	2.716.410
Provision Sal & Soc Chg	0	229.620	229.620	-22.537
Fees	74.736	390.012	464.748	406.613
<i>sub total Salaries</i>	<i>410.677</i>	<i>2.958.453</i>	<i>3.369.129</i>	<i>3.100.486</i>
Recharged Salaries to EC Projects	0	-323.599	-323.599	-431.100
Recharged Salaries to IEP Projects	-56.901	-32.602	-89.503	-91.610
Recharged Salaries to IEP Romania	0	0	0	0
Recharged Salaries to IEP Macedonia	-1.000	-19.155	-20.155	0
Recharged Salaries to EUA Solutions	-12.000	-8.331	-20.331	-21.272
Recharged Salaries to CDE	-91.091	-156.256	-247.347	-203.953
Recharged Salaries to Other Projects	-13.906	-501.876	-515.782	-326.995
<i>sub total Recharged Salaries</i>	<i>-174.898</i>	<i>-1.041.820</i>	<i>-1.216.717</i>	<i>-1.074.930</i>
<i>Info &amp; Communications</i>	<i>0</i>	<i>49.909</i>	<i>49.909</i>	<i>75.145</i>
<i>Office Costs</i>				
Rent/Building Depreciation	27.975	69.462	97.437	73.628
Utilities	0	18.865	18.865	19.339
Office Maintenance	0	59.961	59.961	11.949
<i>sub total Office Costs</i>	<i>27.975</i>	<i>148.288</i>	<i>176.263</i>	<i>104.915</i>
<i>Core Expenses</i>				
Travel & Meetings	9.887	110.060	119.947	107.763
Books and Periodicals	586	40.506	41.092	26.928
Printed Material	213	2.261	2.473	14.809
Copying	0	2.307	2.307	2.399
IT & Office Supplies	49	19.507	19.555	24.044
Insurances	237	14.616	14.853	15.366
Postage	2.484	1.656	4.140	3.074
Telephone, Fax	1.916	23.783	25.700	24.200
Fees , legal, audit, translation	4.792	26.148	30.940	27.588
Other Expenses	873	54.131	55.004	68.343
<i>sub total Core</i>	<i>21.036</i>	<i>294.975</i>	<i>316.012</i>	<i>314.514</i>
<i>Depreciation</i>	<i>0</i>	<i>25.748</i>	<i>25.748</i>	<i>24.649</i>
<i>Financial Expenses</i>	<i>6.819</i>	<i>2.890</i>	<i>9.709</i>	<i>8.014</i>
<i>sub total Depr &amp; Bank &amp; W/O</i>	<i>6.819</i>	<i>28.638</i>	<i>35.458</i>	<i>32.663</i>
<i>Recharged Expenses to EC projects</i>	<i>0</i>	<i>-56.150</i>	<i>-56.150</i>	<i>-123.140</i>
<i>Recharged Expenses to EUA projects</i>	<i>-6.293</i>	<i>0</i>	<i>-6.293</i>	<i>-404</i>
<b>Total Expenses</b>	<b>668.845</b>	<b>4.319.048</b>	<b>4.987.893</b>	<b>5.627.901</b>
<b>Result surplus/(Deficit)</b>	<b>8.765</b>	<b>0</b>	<b>8.765 €</b>	<b>79.945 €</b>

**BALANCE SHEET**

all euros

**ACTUALS**

	31/12/2016			31/12/2015
<b>ASSETS</b>	<b>Geneva</b>	<b>Brussels</b>	<b>Total</b>	<b>Total</b>
<b>FIXED ASSETS</b>				
Building	0	2.691.676		
Office Equipment	0	66.402		
	<b>0</b>	<b>2.758.078</b>	<b>2.758.078</b>	<b>2.845.012</b>
<b>RECEIVABLES</b>				
European Commission	0	0		
Membership	209.708	0		
Debtors	73.527	308.237		
Inter Company account	1.074.801	0		
	<b>1.358.036</b>	<b>308.237</b>	<b>1.666.274</b>	<b>1.983.216</b>
<b>CASH</b>				
Bonds and Shares	0	57.966		
Term accounts	3.818.882	1.877		
Bank (Business Accounts)	291.503	1.635.427		
Cash at Hand	0	454		
	<b>4.110.385</b>	<b>1.695.724</b>	<b>5.806.109</b>	<b>5.499.628</b>
<b>PREPAID EXPENSES</b>	<b>12.715</b>	<b>54.002</b>	<b>66.717</b>	<b>53.429</b>
<b>INCOME RECEIVABLE</b>	<b>72</b>	<b>1.185.619</b>	<b>1.185.691</b>	<b>2.281.647</b>
<b>TOTAL ASSETS</b>	<b>5.481.209</b>	<b>6.001.660</b>	<b>11.482.869</b>	<b>12.662.931</b>

<b>LIABILITIES</b>	<b>Geneva</b>	<b>Brussels</b>	<b>Total</b>	<b>Total</b>
<b>OWN FUNDS</b>				
Own funds carried forward	1.156.922	125.325		
Dedicated funds:				
Social reserve	510.000	550.000		
Projects Development reserve	630.000	1.610.000		
Result Current Year 2016	8.765	0		
	<b>2.305.687</b>	<b>2.285.325</b>	<b>4.591.011</b>	<b>4.192.247</b>
<b>PROVISIONS &amp; ACCRUED EXPENSES</b>				
Provision for doubtful debts	209.631	0		
Provision for building upgrade	0	50.000		
Provision for holiday allowance	0	229.620		
	<b>209.631</b>	<b>279.620</b>	<b>489.251</b>	<b>576.228</b>
<b>PAYABLES</b>				
European Commission	0	1.596.796		
Payables	46.519	578.715		
Inter Company account	0	1.074.801		
	<b>46.519</b>	<b>3.250.313</b>	<b>3.296.833</b>	<b>5.011.918</b>
<b>ACCRUED EXPENSES</b>	<b>5.066</b>	<b>167.661</b>	<b>172.727</b>	<b>234.701</b>
<b>DEFERRED INCOME</b>				
Income Fee received in advance	2.515.042	0		
Other	399.265	18.741		
	<b>2.914.306</b>	<b>18.741</b>	<b>2.933.048</b>	<b>2.647.838</b>
<b>TOTAL LIABILITIES</b>	<b>5.481.209</b>	<b>6.001.660</b>	<b>11.482.869</b>	<b>12.662.932</b>

<b>NOTE</b>	31/12/2016			31/12/2015
Asset blocked as guarantee	0	1.800	<b>1.800</b>	<b>1.800</b>
Guaranties issued for EC Projects	0	1.480.101	<b>1.480.101</b>	<b>1.480.101</b>

Note : Total projects are broken down as follows : EC projects € 741 566, EUA projects for € 1 578 716  
 EC projects include EUA salaries € 323 599 and Partners salaries for € 108 015; Travel: EUA € 36 213 and  
 Partners travel for € 113 398; Other € 160 341.  
 EUA projects expenses include salaries € 893 118, Travel € 277 414, Other € 408 184

# ANNEXES

## Annex 1: EUA Events in 2016

### **EUA 2016 Annual Conference**

Bricks and clicks for Europe: building a successful digital campus

Hosted by the National University of Ireland, Galway, Ireland

7-8 April 2016

### **3rd EUA Funding Forum**

Efficient universities: Value for society

Hosted by University of Porto, Porto, Portugal

6-7 October 2016

### **11th European Quality Assurance Forum**

Quality in context – embedding improvement

Hosted by the Slovenian Student Union / University of Ljubljana, Ljubljana, Slovenia

17-19 November 2016

### **EUA Council on Doctoral Education (EUA-CDE)**

*9th EUA-CDE Workshop: Doctoral Supervision – practices and responsibilities*

Hosted by Delft University of Technology, Delft, Netherlands

20-21 January 2016

*9th EUA-CDE Annual Meeting: Doctoral Education: a dilemma of quality and quantity?*

Hosted by Rovira i Virgili University, Tarragona, Spain

16-17 June 2016

### **Institutional Evaluation Programme (IEP)**

*IEP Annual Seminar*

Hosted by the University of Lausanne, Lausanne, Switzerland

29-30 September 2016

### **EUA RIS3 Workshop**

Universities as motors of innovation in Central and Eastern Europe

Hosted by University of Warsaw, Warsaw, Poland

13 October 2016

### **EUA Webinars**

- *Recent activities in energy - UNI-SET and the University Energy Atlas*  
27 January 2016
- *Latest developments in academic recognition*  
24 February 2016

- *Refugees welcome map*  
23 March 2016
- *The way forward for Doctoral Education*  
27 April 2016
- *Performance-based funding of Universities*  
25 May 2016
- *EUA's membership consultation on Erasmus+*  
28 September 2016
- *The role of universities in Regional Innovation: The case of Research and Innovation Strategies for Smart Specialisation (RIS3)*  
26 October 2016

## **Project and Partner Events**

### **Third Arab-Euro Conference on Higher Education**

*Opportunities and Challenges for Arab and European universities in fulfilling their societal mission*

Hosted by the University of Barcelona, Barcelona, Spain, in collaboration with the Association of Arab Universities, UNICA, UNIMED, Freie Universitaet Berlin, Union for the Mediterranean  
25 - 27 May 2016

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

*UNI-SET Energy Clustering Events*

- 1st event: Human resources and new knowledge to build the future energy system  
Hosted by the Norwegian University of Science and Technology (NTNU), Trondheim, Norway  
24 - 26 February 2016
- 2nd event: Universities in the Energy Transition: Focus on Energy Efficient Systems and Nuclear Safety  
Hosted by the Politecnico di Torino, Turin, Italy  
26 - 28 September 2016
- 3rd event: Universities in the Energy Transition: Focus on Smart Energy Systems and Communities  
Hosted by University Politehnica of Bucharest, Bucharest, Romania  
21 - 23 November 2016

## **Enhancing Quality through Innovative Policy & Practice (EQUIP)**

*Using the ESG 2015 as a tool for change*

### Webinars

- How will external QA change as a result of the ESG 2015?  
17 February 2016
- What are the implications of the new focus on learning and teaching in the ESG 2015?  
13 April 2016

### Workshops

- Workshop I, hosted by Vrije Universiteit Amsterdam, Amsterdam, Netherlands  
14-15 March 2016
- Workshop II, hosted by the Austrian Academy of Science, Vienna, Austria  
9-10 May 2016
- Workshop III, hosted by the Lisbon School of Nursing, Lisbon, Portugal  
6-7 June 2016

## **Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA Initiative)**

- Kick-off meeting, Brussels, Belgium  
14-15 January 2016
- Launch event, Windhoek, Namibia  
20 September 2016

## **Centralised Support for Higher Education Reform Experts (HERE)**

### Annual Conference

- HERE and their mission: Contributing to higher education reform  
Hosted by the University of Barcelona, Barcelona, Spain  
12-13 December 2016

### Seminars

- European Standards and Guidelines for Quality Assurance (ESG) in practice: Implications for HEIs and higher education systems  
Hosted by Lviv Polytechnic National University, Lviv, Ukraine  
19-20 October 2016
- Qualifications Frameworks: What are they, how do they work, what is their impact?  
Hosted by the Warsaw University of Technology, Warsaw, Poland  
19-20 September 2016

## Study visits

- Building capacity and quality assurance for doctoral education  
Hosted by Malmö University, Malmö, Sweden  
30 May - 1 June 2016
- Learning outcomes and student-centred-learning  
Hosted by Tallinn University, Tallinn, Estonia  
18-19 April 2016

## **Higher Education Supporting Refugees in Europe (inHERE)**

- Kick-off meeting, hosted by UNIMED, Rome, Italy  
26-27 September 2016

## **Modernisation of Institutional Management of Innovation and Research in Southern Neighbouring Countries (MIMIR)**

- Kick-off meeting, hosted by the University of Barcelona, Barcelona, Spain  
29 February 2016
- Focus group, hosted by the Università degli Studi di Milano, Milan, Italy  
15 September 2016
- Study tour, hosted by Sapienza University, Rome, Italy  
21-22 November 2016

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

- 2nd policy dialogue: Placing Students at the Centre: The Role of Degree Structures and Learning Outcomes in ASEAN, Bangkok, Thailand  
24-25 February 2016
- 3rd policy dialogue: Making Universities Fit for The ASEAN Community: Enhancing Internationalisation through Student Mobility Tools, Hanoi, Vietnam  
8-9 June 2016
- 4th policy dialogue: Towards a Shared Understanding of Quality Assurance in ASEAN, Kuala Lumpur, Malaysia  
26-27 October 2016
- 3rd national workshop: The Impact of Qualifications Frameworks and Learning Outcomes on Higher Education in ASEAN, Manila, Philippines  
17-18 November 2016



## Annex 2: EUA Publications in 2016

### **EUA Membership Consultation on Horizon 2020 and Erasmus+**

- EUA Membership Consultation 2016: A Contribution to the Horizon 2020 Mid-term Review
- EUA Membership Consultation 2016: A Contribution to the Erasmus+ Mid-term review
- EUA Core Messages and Recommendations for the Mid-Term Review of Horizon 2020 and Beyond
- Erasmus+ Mid-term Review: EUA's Recommendations for the 2020 Programme (published in 2017)

### **Doctoral Education**

- Taking Salzburg Forward: Implementation and New Challenges

### **Brexit Factsheets**

- EUA Brexit Factsheet: UK – European Research Collaboration and Student Mobility
- After the Brexit Referendum: Possible outcomes for Horizon 2020 and Erasmus+

### **Policy Positions**

- EUA Statement on EC Proposal for a Copyright Directive
- EUA vision for the next EU Framework Programme for Research and Innovation (FP9)
- One year of EFSI: What's in it for universities? An EUA review
- EUA's input to the public consultation on the 2016 review of the EU's Financial Regulation
- EUA's response to the European Commission Call for Ideas on Designing a European Innovation Council
- EUA endorses the Amsterdam Call for Action on Open Science
- Universities are central to regional innovation across Europe
- EUA's Response to the New Skills Agenda Issues Paper
- EUA's Response to the Consultation on the Revision of the European Union's Modernisation Agenda (Full Statement)
- EUA's Response to the Consultation on the Revision of the EU's Modernisation Agenda (Summary Statement)
- EUA Statement on the EC Copyright Framework

### **Policy Roadmaps**

- Roadmap for European Universities in Energy
- EUA Open Access Roadmap

### **RIS3 Workshop Report**

- Universities Promoting Regional Innovation across Europe

## **Annual Report**

- [EUA Annual Report 2015](#)

## **EUA Online Tools**

- [European Atlas of Universities in Energy Research & Education](#)
- [FRINDOC Tool](#)
- [Public Funding Observatory](#)
- [Refugees Welcome Map](#)
- [U-B Tool](#)
- [University Autonomy Tool](#)
- [University Mergers Tool](#)

## Annex 3: EUA Projects in 2016

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

### **Higher Education Policies**

EUA Learning & Teaching Initiative\*

EUA Trends 2018\*

European Forum for Enhanced Collaboration in Teaching (EFFECT)

Enhancing Quality through Innovative Policy & Practice (EQUIP)

Focus on Automatic Institutional Recognition (FAIR)

### **Research & Innovation**

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

### **Governance, Autonomy and Funding**

Universities for Strategic, Efficient and Autonomous Management (USTREAM)

### **Neighbourhood & Global Activities**

Refugees Welcome Map\*

Higher Education Supporting Refugees in Europe (inHERE)

Centralised Support for Higher Education Reform Experts (HERE)

Modernisation of Institutional Management of Innovation and Research in Southern Neighbouring Countries (MIMIR)

Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA)

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

Harmonisation and Innovation in Central American Higher Education Curricula (HICA)

## Annex 4: Steering Committees

### CDE Steering Committee

**Chair: Luke Georghiou**, University of Manchester, UK

**Hans-Joachim Bungartz**, Technische Universität München, Germany

**Flavio Canavero**, Politecnico di Torino, Italy

**Edwin Constable**, University of Basel, Switzerland

**Aleksandra Kanjuo-Mrcela**, University of Ljubljana, Slovenia

**Timo Korkeamäki**, Hanken School of Economics, Finland

**Mary McNamara**, Dublin Institute of Technology, Ireland

**Murat Özgören**, Dokuz Eylül University, Turkey

**Mossadek Talby**, University Aix-Marseille, France

**Martine Rahier**, University of Neuchâtel, Switzerland (ex-officio board member)

### IEP Steering Committee

**Chair: 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 former Rector of Boğaziçi University, Turkey, ex-officio

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

**Jacques Lanares**, former 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

### European Learning & Teaching Forum Steering Committee

**Chair: Jean Chambaz**, EUA Board member and President, University Pierre and Marie Curie, France

**Jolanta Choinska-Mika**, Vice-Rector, Warsaw University, Poland

**Riitta Pyykkö**, Vice-Rector, University of Turku, Finland

**Fernando Remião**, Pro-Rector, University of Porto, Portugal

**Gilles Roussel**, President, University Paris-Est Marne-la-Vallée, France

**Aleksandar Susnjar**, member of Executive Committee, European Students' Union, Belgium

**Oliver Vettori**, Director of Program Management and Teaching & Learning Support, Vienna University of Economics and Business, Austria

## **UNI-SET Steering Committee**

**Chair: Torbjørn Digernes**, Norwegian University of Science and Technology, Norway

**Mihaela Albu**, University Politehnica of Bucharest, Romania

**Harald Bolt**, Forschungszentrum Jülich, Germany; European Energy Research Alliance

**Lidia Borrell-Damian**, European University Association (Project Coordinator)

**Johan Driesen**, Katholieke Universiteit Leuven, Belgium; InnoEnergy (Project Partner)

**Karina Firkaviciute**, DG Research and Innovation, European Commission

**Giovanni Vincenzo Fracastoro**, Politecnico di Torino, Italy

**Torsten Fransson**, KTH Royal Institute of Technology, Sweden; InnoEnergy

**Sigurdur Magnus Gardarsson**, University of Iceland, Iceland

**Tim Green**, Imperial College London, United Kingdom

**Armin Grunwald**, Karlsruhe Institute of Technology, Germany

**Douglas Halliday**, Durham University, United Kingdom

**Paulien Herder**, Delft University of Technology, the Netherlands

**Fabrice Lemoine**, Université de Lorraine, France

**Peter Lund**, Aalto University, Finland

**Peter Hauge Madsen**, Technical University of Denmark, Denmark

**Michael Narodslawsky**, Graz University of Technology, Austria

**Stanislav Radovan Pejovnik**, University of Ljubljana, Slovenia

**Gabriel Sala**, Technical University of Madrid, Spain

**John Smith**, European University Association

**Karol Sztekler**, AGH University of Science and Technology, Poland

## **AECHE Steering Committee**

**Sultan al-Orabi**, Association of Arab Universities (AARU)

**Nadia Moti**, University Mohammad V, Morocco

**Luciano Saso, Kris Dejonckheere**, UNICA

**Wail Benjelloun, Marcello Scarlisi**, Mediterranean University Union (UNIMED)

**Christian Thomsen, Oliver Pfeiffer**, Technical University Berlin, Germany

**Delphine Borione, Núria Jové**, Union for the Mediterranean

**Ramon Torrent, Nico Patrici**, University Barcelona, Spain

**Lesley Wilson, Michael Gaebel, Elizabeth Colucci**, European University Association

(As of December 2016)

## Annex 5: Research Policy Working Group

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

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

**Heinz Engl**, Rector, University of Vienna, Austria

**Ignace Lemahieu**, Director, Research Department, Ghent University, Belgium

**Vaclav Hampl**, former Rector, Charles University Prague, Czech Republic

**Thomas Bjørnholm**, Prorector, University of Copenhagen, Denmark

**Kalervo Väänänen**, Rector, University of Turku, Finland

**Jean-Pierre Finance**, former President, University Henri Poincaré, Nancy; Representative of CPU in Brussels, France

**Horst Hippler**, President, HRK, Germany

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

**Maria Cristina Messa**, Rector, University of Milano Bicocca, Italy

**Jan Mengelers**, President, Eindhoven University of Technology; Vice-President, VSNU, Netherlands

**Dag Rune Olsen**, Rector, University of Bergen, Norway

**Lech Dzienis**, Rector, Białystok University of Technology, Poland

**António Cunha**, Rector, University of Minho; President, CRUP, Portugal

**Rudolf Kropil**, Rector, Technical University in Zvolen; President, SRK, Slovakia

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

**Teresa Roldán Arjona**, Vice-Rector for Research, University of Córdoba, Spain

**Helen Dannelun**, Vice-Chancellor, Linköping University; Chair, SUHF, Sweden

**Sezer Sener Komsuoglu**, former Rector, Kocaeli University, Turkey

**Richard Davies**, Vice-Chancellor, Swansea University, UK

### EUA

**Lidia Borrell-Damian**, Director, Research and Innovation

**Julian Bauer**, Policy & Project Officer

**Rita Morais**, Project Expert

**Kamila Kozirog**, Administrative Officer

(As of December 2016)

## Annex 6: Expert and High Level Groups

### EUA Science 2.0/Open Science Expert Group

**Chair: Jean-Pierre Finance**, former President, University Henri Poincaré, Nancy; Representative of CPU in Brussels; Member of the RPWG-Open Access Taskforce, France

**Ulrike Felt**, Professor of Science and Technology Studies, Dean of the Faculty of Social Sciences, University of Vienna, Austria

**Inge Van Nieuwerburgh**, Scholarly Communications Manager, Ghent University Library, Ghent University; Member of the Federal Co-operation Commission (FCC) concertation group on Open Access, Belgium

**Petr Dvorak**, Vice-Rector for Research, Masaryk University; Member of the R&D Council of the Czech Republic, Czech Republic

**Mogens Sandfær**, Head of Bibliometrics & Data Management, Technical University of Denmark, Denmark

**Eero Hyvönen**, Professor, Department of Computer Science; Research Director of the Semantic Computing Research Group (SeCo), Aalto University, Finland

**Norbert Lossau**, Vice-President, University of Göttingen; Member of the Board of the German Library Association LIBER; Chair of the Board of the international Confederation of Open Access Repositories COAR; Member of the working group 'Digital Information in Research and Teaching' of the German Rectors' Conference, Germany

**Attila Péterfalvi**, President of the National Authority for Data Protection and Freedom of Information, Hungary

**John Fitzgerald**, Director of Information Services and University Librarian, University College Cork, Ireland

**Jaap Winter**, President of the Executive Board, VU University Amsterdam; Association of Universities in the Netherlands, Netherlands

**Torbjørn Digernes**, former Rector of the Norwegian University of Science and Technology; Chairman of the Board of the Nordic Institute for Studies in Innovation, Research and Education; Head of the task force for Open Access and Open Data in the CESAER network, Norway

**Marek Niezgodka**, Professor in Computer Science, University of Warsaw, Poland

**Eloy Rodrigues**, Director of the University of Minho Documentation Services; Chair of the Repository Interoperability Working Group of the Confederation of Open Access Repositories (COAR), Portugal

**Peter Moczo**, Vice-Rector for Research; Head of the Department of Astronomy, Physics of the Earth, and Meteorology, Comenius University in Bratislava; former Member of the Slovak Accreditation Committee, Slovakia

**Marta Aymerich**, Vice President for Strategic Planning and Research, Universitat Oberta de Catalunya (UOC), Spain

**David Lawrence**, Head of department of Publishing Infrastructure, Linköping University Library, Sweden

**Daniel Wyler**, Former Vice President for Medicine and Science, University of Zurich UZH, Switzerland

**Stephen Pinfield**, Programme Coordinator for MA Library and Information Services Management; Member of the University Research Data Management Implementation Group; Member of the University Open Access Implementation Group; Member of the Digital Societies Research Group, University of Sheffield, United Kingdom

### **Special Advisors:**

**Bernard Rentier**, vice-président du Conseil fédéral de la politique scientifique, Belgium; Chair of EOS (Enabling Open Scholarship); former Rector of the University of Liège; Member of the RPWG-Open Access Taskforce, Belgium

**Gerard Meijer**, President of the Executive Board, Radboud University; Member of the Academia Europaea, Netherlands

### **Research and Innovation Strategies for Smart Specialisation (RIS3) Expert Group**

**Chair: Peter Haring Bolivar**, official 'Representative' of EUA at the Structured Dialogue with European Structural and Investment Funds' partners group of experts (ESIF SD), Vice-President for Research of the University of Siegen, Germany

**Vice-Chair: Ray O'Neill**, official 'Alternate' of EUA at the Structured Dialogue with European Structural and Investment Funds' partners group of experts (ESIF SD), Vice-President for Innovation of the National University of Ireland Maynooth, Ireland

**Peter Riedler**, Vice-Rector of the University of Graz, Austria

**Koen De Bosschere**, Professor of Computer Science at the Ghent University, Belgium

**Kosta Gouliamos**, Rector of the European University Cyprus, Cyprus

**Martin Bares**, Deputy Rector and Vice-Rector for Development of the Masaryk University, Czech Republic

**Volli Kalm**, Rector of the University of Tartu, Estonia

**Jari Kuusisto**, Rector of the University of Vaasa, Finland

**Gilbert Casamatta**, Former President of the Institut National Polytechnique de Toulouse, France

**László Náday**, Deputy Rector for Strategic and Institutional Development of the Óbuda University, Hungary

**Donato Iacobucci**, Rector's delegate for Innovation and Technology Transfer; Marche Polytechnic University, Italy

**Marcin Patys**, Rector of the University of Warsaw, Poland

**António Cunha**, Rector of the University of Minho, Portugal

**Tudor Prisecaru**, Vice-Rector, University Politehnica of Bucharest, Romania

**Stanislav Kmet**, Vice-Rector for R&D of the Technical University of Košice, Slovakia

**Teresa Roldán Arjona**, Vice-Rector for Research, University of Córdoba, Spain

**Peter Värbrand**, Deputy Vice-Chancellor of the Linköping University, Sweden

**John Latham**, Vice-Chancellor of the Coventry University; Deputy Vice-Chancellor for Business Development, United Kingdom



## **EUA High-Level Group on Big Deals**

**Chair: Jean-Pierre Finance**, former President, University Henri Poincaré, Nancy; Former President of CPU; Member of the RPWG, France

**Bernard Rentier**, vice-président du Conseil fédéral de la politique scientifique; Chair of EOS (Enabling Open Scholarship); former Rector of the University of Liège; Former member of the RPWG-Open Access Taskforce, Belgium

**Dyveke Sijm**, Special Adviser & Licensing Team Coordinator, Denmark's Electronic Research Library (DEFF), Denmark

**Arja Tuuliniemi**, Head of Licensing, The National Library of Finland / FinELib, Finland

**Horst Hippler**, President, German Rectors' Conference, Germany

**Cathal McCauley**, University Librarian at Maynooth University; Irish National Consortial Purchasing Group, IReL, Ireland

**Jaap Winter**, President of the Executive Board, VU University Amsterdam, Netherlands

**Katrine Weisteen Bjerde**, General Manager, CRISTin, Norway

**Marek Niezgódka**, Director of the Interdisciplinary Centre for Mathematical and Computational Modelling, University of Warsaw; Virtual Library of Science, Poland

**Ignasi Labastida i Juan**, Director of the Office of Knowledge Dissemination; Head of the Support Unit Research (CRAI), University of Barcelona, Spain

**Anna Lundén**, Head of Division, National Coordination of Libraries – BIBSAM Consortium, National Library of Sweden, Sweden

**Liam Earney**, Director, Jisc Collections, United Kingdom

**Torbjørn Digernes** (representing CESAER network), former Rector of the Norwegian University of Science and Technology; Chairman of the Board of the Nordic Institute for Studies in Innovation, Research and Education; Head of the task force for Open Access and Open Data in the CESAER network

[As of December 2016]

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 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 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.



European University Association asbl · Avenue de l'Yser 24 · 1040 Brussels, Belgium

Tel: +32 2 230 55 44

Fax: +32 2 230 57 51

[www.eua.be](http://www.eua.be)

