

European University Association

annual
report
2012



EUA

European University Association

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Message from the EUA President



Having taken over as President of EUA in March 2012, together with my fellow Board members I have sought in this first year to strengthen the role of European universities at a crucial time of discussion on the shape, content and funding of the next generation of EU higher education and research programmes. Considerable efforts have been made to work with EU institutions to emphasise the need to prioritise investment in higher education, research and innovation in future. This work will continue in 2013 as negotiations on both the Erasmus for All and Horizon 2020 programmes continue.

I have also had the opportunity to visit national associations and individual member institutions across the continent, thus improving EUA's understanding of and ability to address the specific challenges facing national rectors' conferences and universities at a time of growing competition and continuing economic difficulties.

This explains why there has been a special emphasis on funding and on promoting the financial sustainability of universities in our activities throughout 2012. This included the continuation of our monitoring of the development of public investment in higher education and research, the results of which show the danger of geographical fragmentation across Europe, if present trends continue. There was also a strong focus on funding at EUA's Annual Conference on "The Sustainability of European Universities", hosted by the University of Warwick in March. Finally, 2012 also saw the publication of a new report on full costing and considerable input on behalf of universities to the debate on funding rules for the future EU programmes.

I also represented EUA at the Bologna Ministerial Conference and the Third Bologna Policy Forum held in Bucharest. EUA contributed to both events, and I would like to underline the importance of the Policy Forum, which for the third time brought together both European and international participants from around the globe. EUA also strengthened its international engagement in 2012, for example through the organisation of the first EU-Latin America bi-regional conference in São Paulo. The high number of participants from both Europe and Latin America once more demonstrated the importance for all of putting European developments into a global setting.

EUA's efforts in 2012 also focused on consolidating the role of universities as key players in research in Europe. It is for this reason that in July EUA signed a Memorandum of Understanding with the European Commission establishing a partnership in delivering the European Research

Area with four other major research stakeholder organisations representing different interests. The commitments that EUA has made concern areas in which EUA has been working with its membership to promote a wider take-up and the development of best practices already in place, in particular on doctoral education, cross-border collaboration and open access.

Last but not least I would like to take this opportunity to thank the Secretary General and all the highly qualified, motivated and hard working EUA staff in the Brussels Secretariat. Their commitment is the key to EUA's performance.

I very much hope that in future you will continue to actively support and contribute to EUA's work so that we can speak with a strong voice on behalf of Europe's universities.

A handwritten signature in blue ink, reading "Maria Helena Nazaré". The signature is fluid and cursive, with a horizontal line underlining the name.

Maria Helena Nazaré

EUA President

Foreword from the EUA Secretary General



In 2012 EUA redoubled efforts to support its broad and diverse membership on a range of topics identified as priorities in the course of the 2011 strategic review. By providing opportunities for involvement in a range of peer-learning activities and events it was possible to reach further into universities and involve larger numbers of institutional decision-makers. In this way EUA hopes to reinforce its position as the largest and most comprehensive European association of universities, informing and influencing the higher education and research agenda.

More specifically in 2012 EUA offered members the opportunity to participate in a wide range of projects as reflected in the organisation of some 20 different events across Europe (described in annex). These activities enabled senior staff from universities across Europe to improve understanding, share good practice, and benchmark their own activities on issues including tracking students' and graduates' progression, developing institutional mobility strategies and quality assurance processes for doctoral education. This trajectory will continue in 2013 through the launch of six new projects, including two Tempus projects specifically focused on involving our members in countries outside the European Union, and a further project that will look at the internationalisation of doctoral education.

EUA has also continued to develop its independently managed membership services, the well-established Institutional Evaluation Programme (IEP) and the Council for Doctoral Education (EUA-CDE) both of which have their own decision-making structures. In 2012 IEP launched the evaluation of 90 universities in Romania as part of ongoing national higher education reforms. The EUA-CDE meanwhile continues to go from strength to strength. In around five years, it has attracted well over 200 members establishing a strong platform dedicated to driving doctoral education development in Europe.

In addition to providing members with opportunities for learning from each other, the results of EUA's project work and the lessons drawn from the work of IEP and EUA-CDE underpin EUA's policy work and provide sound evidence used in representing the interests of universities towards European institutions and other international bodies.

On behalf of all my colleagues here in the EUA Secretariat, I would like to thank members for their engagement and contribution to all our activities over the last year. We look forward to further developing our cooperation in the year to come.

A handwritten signature in blue ink that reads "Lesley Wilson".

Lesley Wilson

EUA Secretary General

INTRODUCTION

EUA: the largest and most comprehensive organisation representing European universities

With more than 850 members, including both universities and national rectors' conferences, the European University Association (EUA) is the largest and most comprehensive organisation representing universities in Europe, with 17 million students enrolled at EUA's member institutions. As the voice of European universities, EUA supports and takes forward the interests of universities and the sector as a whole.

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

This year's annual report outlines the different areas of EUA's work over the course of the last twelve months: the first section looks at key developments in policy, project and other membership activities in 2012; section two provides an overview of EUA's organisation, governance and membership development; the final section presents the financial statements of the association. The annexes compile details of all principal events, EUA position statements, projects and publications in 2012.

SECTION 1: EUA Activities in 2012

2012 was a busy and successful year for EUA. The association stepped up its efforts to formulate and promote common higher education and research policies for the European university sector, and to foster dialogue and the exchange of good practices between its members through advocacy, projects and events. This section provides an overview of the association's main activities over the last 12 months.

For more comprehensive information on EUA projects, events and publications mentioned below please refer to the annexes of this report and to the EUA website.

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

EUA's work on learning and teaching is undertaken in the context of developments at EU-level and within the broader framework of the European Higher Education Area (EHEA). In 2012 the association's priorities included providing input into the European Commission's proposal for, and subsequent negotiations on, the content and budget of Erasmus for All, the next generation of EU programmes for education (2014-2020), and communicating the sector's views in the context of the Bologna Process Ministerial discussions.

Based on the priorities highlighted by the university sector in EUA's extensive membership consultation on the **Erasmus for All** proposal, such as the central role of recognition, funding and partnerships in enhancing mobility, a bilateral exchange took place between the European Commissioner for Education, Androulla Vassiliou, and the EUA Council in January. The association continued to feed the university perspective into related discussions with the Commission and Parliament throughout the year and in November issued a statement addressed to European heads of state and government ahead of the EU Budget Summit in November, outlining the reasons for prioritising investment in the education and research elements of the EU Multiannual Financial Framework (MFF), which sets out the EU budget for 2014-2020.



IEP Event 9 January 2012, Bucharest, Romania

In April, an EUA delegation led by its President contributed to the discussion at the **Bologna Process Ministerial Conference in Bucharest** on the future priorities for the development of the European Higher Education Area in the context of the ongoing financial and economic crisis. EUA underlined the key issues at stake for its members, such as investing in higher education, strengthening mobility and enhancing quality, which were spelled out in detail in its Bologna input statement and taken up in the **Bucharest Communiqué** agreed by ministers.

Much of EUA's policy and project work over the year took up the topics highlighted in the Bucharest Communiqué. The results of the two-year **TRACKIT** research project, which examined the practice of tracking university students' and graduates' progression paths in 31 European countries, were thus published and widely disseminated. The report presented information on methods for tracking students' and



Presentation of the TRACKIT project

graduates' progress at institutional and national level, and pointed to the positive impact of tracking in terms of raising awareness of teaching results and understanding student dropout rates. EUA also continued to monitor new **developments in teaching and learning**, for example by following closely the emergence and potential impact of **Massive Open Online Courses (MOOCs)** on the European higher education landscape.

maunimo EUA also presented the outcomes of the **MAUNIMO** project, which explored how European universities are expanding and improving their mobility activities and strategies, thus picking up another key priority for both policy makers and universities. The project centred on better understanding mobility in an institutional context. The project report, which concluded with a series of reflections on linking mobility policies and practices, was disseminated widely to European higher education institutions, policy makers and other stakeholders in September.

In the context of the EU-facilitated Pristina-Belgrade dialogue, EUA also assists in the process of certifying diplomas issued by universities in Kosovo or Serbia, as a means of facilitating the mobility of graduates in the region.

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

Emphasising the importance of universities in the EU's future research and innovation programme **Horizon 2020** (2014-2020) was a priority for the association in 2012. EUA provided continuous input into the Commission's proposal for Horizon 2020 and the subsequent discussions in the European Commission, Parliament and Council. In May it presented an **input statement on the proposed Rules for Participation** to over 100 Brussels-based policy makers and stakeholders, urging the design of clear, flexible and simplified financial rules and the development of reimbursement models and rates that foster the financial sustainability of European universities, and continuing to emphasise the importance of universities' efforts to develop full costing methodologies. The statement to heads of state and government referred to above also underlined the importance of investment in research and innovation in the 2014-2020 EU budget.



Photo © European Union, 2013

Commissioner Máire Geoghegan-Quinn and EUA President Maria Helena Nazaré signing the Memorandum of Understanding

In 2012 EUA also further underlined the role of universities in delivering a strong **European Research Area (ERA)** by signing a **Memorandum of Understanding** with the European Commission, and a **Joint Statement** with the Commission and four other stakeholder organisations (EARTO, LERU, NordForsk and Science Europe), committing the signatories to working in partnership towards achieving the ERA by 2014. Planned actions outlined in the Memorandum will reinforce universities' own initiatives to overcome the identified barriers and bottlenecks in relation to researcher careers and mobility, university-industry collaboration, cross-border cooperation and the development of open access to publications and data, thus complementing and building on EUA's existing work on collaborative doctoral education (**DOC-CAREERS II**) and collaborative research (**EUIMA Collaborative Research**). The outcomes of both these projects, finalised in 2012, were presented to European stakeholders at EUA events in 2012.

Meanwhile, EUA's **Council for Doctoral Education (EUA-CDE)**, an independent EUA membership service, has continued to thrive. The EUA-CDE, which enables members to exchange good practices and tracks new developments in doctoral education, now brings together a good quarter of EUA members and further expanded the range of its activities in 2012.



EUA-CDE held three events together at the EUA "Doctoral Week" hosted by the Karolinska Institutet in Stockholm in September. The Doctoral Week explored three central EUA policy areas – internationalisation, funding and quality management – from the



Photo © Stefan Zimmermann

EUA Doctoral Week in Stockholm



perspective of doctoral education, based also on the work carried out in projects on quality assurance in doctoral education (**ARDE**) and international collaboration in doctoral education (**CODOC**). EUA-CDE also organised its **Annual Thematic Workshop**, held at Trinity College Dublin, which looked at individual pathways for doctoral candidates.

Finally, EUA took major steps forward with an initiative to link up and mobilise the research and education capacities of Europe's universities to tackle a major societal challenge. The objectives of the **European Platform of Universities Engaged in Energy Research, Education and Training** (EPUE) were endorsed by representatives from over 100 universities and eight stakeholder bodies from 26 countries at its inaugural meeting at Delft University of Technology in February.



Photo: TU Delft

EPUE event, Delft University of Technology

3. Quality Management

In 2012 EUA continued its focus on quality development and quality assurance in European universities.

Together with its partners of the "E4 group" (ENQA, ESU and EURASHE) EUA organised the seventh edition of the European Quality Assurance Forum in Tallinn, Estonia. EQAF has become the premier event for quality assurance (QA) in European higher education with some 400 participants attending each year. It provides a unique platform for the higher education and QA communities to anticipate, monitor and shape developments in the area.

Meanwhile, the E4 group also took forward their work on the **European Standards and Guidelines for Quality Assurance (ESG)**, presenting the first overarching study on the implementation of the ESG (**MAP-ESG**), which confirmed, from an institutional perspective, that the principles had had a positive impact on European universities. A proposal for a revision of the ESG will be put forward by the E4 group, together with Education International, Business Europe and EQAR before the next Bologna Ministerial Meeting in 2015.

One of the challenges of updating the ESG is the extent to which they should refer to different elements of the Bologna teaching and learning agenda, such as learning outcomes, given their importance for defining graduate skills and competences. In 2012 EUA has been carefully monitoring the progress of the OECD's feasibility study on the assessment of learning outcomes (**AHELO**) including through a Joint Statement prepared together with North American partners, the American Council on Education (ACE) and the Association of Universities and Colleges of Canada (AUCC).

EUA's focus on enhancing transparency in 2012 involved preparatory work on a follow-up to the highly successful report on **university rankings**, to be published in 2013, and the launch of a new project designed to carry out the first pan-European study on the impact of university rankings on institutional strategies (**RISP**).

EUA's long-standing work with members on developing internal quality assurance and enhancing **institutional quality cultures** also continued. The publication of the concluding report of the **EQC** project and activities carried out in the framework of the **ARDE** project on assuring and enhancing quality in doctoral education represented new milestones in this respect. This was followed up with



EQC Workshop in Edinburgh

the launch of two new projects in October: the first (**PQC**) will involve a series of training workshops with a practical approach to strengthening quality cultures, and provide quality managers with the opportunity to exchange experiences and build connections. The second (**EUREQA**) is a Tempus project that will support universities in the Western Balkans in improving their internal quality assurance processes.



The activities of EUA's other independent membership service, the **Institutional Evaluation Programme** (IEP), also continued apace, with the programme supporting universities in facing their present challenges, managing institutional change and enhancing quality. The IEP provided external evaluation services to eight higher education institutions in the academic years 2011/2012 and 2012/2013, respectively (see table below). The programme has also agreed to carry out evaluations of 90 universities in **Romania** between 2012 and 2014, as part of the Romanian government's higher education reforms.

IEP Round 2011/2012

Masaryk University	Czech Republic
Universidade de Trás-Os-Montes e Alto Douro	Portugal
Atilim University	Turkey
Yeditepe University*	Turkey
Polytechnic Institute of Braganca*	Portugal
Izmir University of Economics*	Turkey
University of Beira Interior*	Portugal
Universidade de Madeira*	Portugal

IEP Round 2012/2013

Mykolas Romeris University	Lithuania
ISCTE - University Institute of Lisbon	Portugal
Sabancı University	Turkey
Istanbul University*	Turkey
Riga Technical University	Latvia
University of Maribor	Slovenia
Istanbul Aydin University	Turkey
Universidad el Bosque*	Colombia

*Follow-up evaluations

EUA also believes that it is an important part of its mission to put its expertise at the service of its members to provide independent and informed advice in support of the development of European higher education and research. Last year the association was asked by the Portuguese Rectors' Conference to set up a team of European experts to help evaluate the Portuguese higher education system, identify challenges and make recommendations for the future. The report will be published in 2013. EUA also carried out an evaluation of the Université de la Grande Région/Universität der Großregion (UniGR), a cross-border network of universities located in the French Community of Belgium, France, Germany and Luxembourg, the report of which is also available.

4. Governance, Autonomy and Funding

EUA carried on its extensive work on higher education funding and the long-term financial sustainability of universities throughout 2012.

The association's first **Funding Forum**, held at the University of Salzburg in June, offered a platform for in-depth discussions on institutional strategies, financial management practices and system-level policies affecting higher education funding against the backdrop of the present economic context.



Funding Forum at Salzburg in June 2012

The economic and financial crisis remained high on the agenda. EUA continued to monitor the impact of the crisis and the ensuing economic downturn on higher education in Europe, releasing an update of its **Public Funding Observatory** in June. The report, which showed widely divergent trends in the public funding of higher education, also called for further, sustained investment in the sector.

Meanwhile, a new publication examining the **development of full costing** in Europe – identified by EUA as a crucial element in ensuring universities' financial sustainability – has been under preparation to provide universities with good practice examples and policy makers and funders with information to feed into the debate on the Rules for Participation in Horizon 2020.

The association has also sought to take its policy work in this area to the next level by launching a project called **DEFINE**, which will identify good practices and challenges in the design and implementation of measures to increase funding efficiency in higher education. The project focuses on performance-based funding, institutional mergers and excellence schemes.

EUA's work on funding was underpinned by its activities in the area of university governance. The association launched an **interactive online tool** that enables users to view and compare comprehensive data on **university autonomy** in 27 European countries. Interactive

visualisations cover 38 indicators in four autonomy dimensions – organisational, financial, academic and staffing – and enable users to study their own higher education system and compare it with others.

www.university-autonomy.eu/

Finally, in October EUA also launched a new Tempus  project (**ATHENA**) to support universities in the Eastern Neighbourhood Area, specifically in Armenia, Moldova and Ukraine, with the aim of increasing awareness of the importance of institutional autonomy and the development of sustainable financial strategies.

5. Internationalisation: European Universities in a Global Context

EUA continued its engagement in policies, projects and other initiatives related to the internationalisation of higher education and research which in 2012 involved dialogue meetings in Europe with international partners and project events held throughout the world.

The association co-organised the latest round of the **Transatlantic Dialogue** meetings in Salzburg in July, bringing together university leaders of EUA member institutions and those of North American partner organisations. Participants focused on the need to redefine and broaden the internationalisation concept given the changes and challenges brought about by globalisation, the emergence of new higher education models and the economic crisis.

In April EUA co-organised the higher education discussion panel of the **High-Level People-to-People Dialogue** launched jointly by **China** and the European Commission. Employability, mobility and languages were among the topics addressed, and participants agreed on the need to establish more balanced and structured opportunities for exchange.

Meanwhile, EUA participated in a series of important dialogue events in the US, including the **American Council on Education's (ACE) Annual Meeting** and the **European Commission's Destination Europe** events. The latter are intended to present the opportunities Europe offers to researchers and innovators, and allowed EUA to demonstrate concrete examples of how European universities are strengthening their research and innovation profiles, and seeking to attract more talented young researchers.

EUA also organised a series of activities for members around the world in the framework of joint projects involving both higher education institutions and EUA's sister organisations in other world regions. These events covered the whole range of EUA's thematic activities.

For example, EUA and the Association of African Universities (AAU) coordinated the **Europe-Africa Quality Connect** project, which piloted quality audits in Africa and promoted QA



cooperation between the two continents. A major study on global trends in doctoral education was also compiled and published in cooperation with partners from Africa, Asia and Latin America as part of the **CODOC** project. In the framework of the **ALFA PUENTES** project, EUA and five of its members (CPU, CRASP, CRUE, CRUP and HRK) contributed to the



development of three sub-regional initiatives: a regional QA approach in the Andean Community, a regional qualifications framework for higher education for Central America and the enhancement of structured mobility exchanges in Mercosur. The First Bi-regional Conference of University Associations brought together over 200 participants from Latin America and Europe in São Paulo in November.

At the end of the year, EUA also launched a new project (FRINDOC) that will focus on supporting universities in the internationalisation of their doctoral programmes through the development of a strategic framework and an online tool to aid planning and implementation.



6. EUA as an association: improving impact, visibility and effectiveness

A key objective outlined in the 2011 EUA strategic review was to reinforce the association's role as the representative body of European universities. EUA, therefore, has looked in 2012 to enhance its communication with key stakeholders in Brussels, around Europe and beyond. Furthermore, it has sought to ensure that its wide membership and partners are well informed of its expanding activities, including its broad programme of events, particularly by increasing emphasis on direct mailings to members, as requested during the association's last membership survey.

EUA organised over 20 events during the course of the year, including project-related events, the Annual Conference, the Doctoral Week, and

events designed to enhance international collaboration with partners outside of Europe.

In terms of reaching Brussels stakeholders, EUA also held a series of “briefing events” to present the outcomes of its work to policy makers in the European Commission, Parliament, national representations of member states and other higher education and research representatives. Furthermore, EUA representatives were regularly invited to present the university perspective at meetings organised by the European institutions, or to take part in consultation activities at European level. These activities also helped to raise awareness in Brussels of EUA’s six reports and studies published in 2012 and of the different policy positions formulated on important issues, such as the future EU programmes for research and education.

Meanwhile, the EUA President, Board members, Secretary General and senior staff from the Secretariat also participated in a wide range of meetings and events across Europe, and further afield, to ensure that members, policy makers and other higher education stakeholders were informed of the outcomes of EUA’s work.

In terms of its work with the media, EUA disseminated nearly 30 press releases, on policy and project-related activities, to higher education and research journalists in Brussels and across Europe. EUA experts were regularly interviewed and featured in different media on a wide range of issues such as the EU budget, higher education and research funding, autonomy, mobility and quality assurance.

Another major objective has been to improve direct information flows to member institutions so that different parts of the university community are kept well-informed of EUA’s work and opportunities to participate in different activities. In particular, EUA has put increased emphasis on direct mailings to members, which was requested during the last EUA membership survey.



EUA Research Policy Working Group and Robert-Jan Smits, Director-General, DG Research and Innovation

In parallel, at the very end of 2011 EUA launched a Twitter account in order to provide timely updates on all EUA activities, projects, events and policy work. The Twitter page is already followed by over 700 users and will be further developed in the next year. Through the use of hashtags the Twitter page allows members and other higher education representatives who are unable to attend EUA events to follow the debates and discussions.

EUA's fortnightly E-newsletter continues to be an important tool for disseminating information about EUA's work to an audience of around 11,000 subscribers. A 2012 survey of newsletter readers highlighted that members appreciate this information tool, and pointed to a number of areas where the newsletter can be developed and improved in the future.



Photo: UEFISCDI

EHEA Ministerial Conference Bucharest, 26-27 April 2012

SECTION 2: EUA as an Organisation

This section focuses on EUA's organisational structures including an overview of its governing bodies (Board, Council and General Assembly), the EUA Secretariat in Brussels, together with a summary of EUA membership development during 2012.

A: EUA Board

The EUA Board consists of eight members and is chaired by the EUA President, its ninth member. The Board met five times in 2012 to prepare EUA Council meetings and discuss the strategic direction of the association. Board members and the President are elected by the General Assembly.

Board Members 2011-2013

Prof. Maria Helena Nazaré PRESIDENT	University of Aveiro
Prof. David Drewry VICE-PRESIDENT	University of Hull
Prof. Lauritz B. Holm-Nielsen VICE-PRESIDENT	Aarhus University
Prof. Jean-Pierre Finance	University of Lorraine
Prof. Esther Giménez-Salinas	Ramon Llull University
Prof. Vaclav Hampl	Charles University
Prof. Kristin Ingólfssdóttir	University of Iceland
Prof. Giuseppe Silvestri	University of Palermo
Prof. Margret Wintermantel	DAAD

B: EUA Council

The EUA Council consists of the Board and the Presidents (or their nominated representatives) from EUA collective members, national university associations from 34 countries. Council met three times in 2012 to discuss and adopt key EUA policy positions and to define the organisation's priorities.

Members (as of January 2013)

Austria

Prof. Heinz Engl, Permanent Representative, Universities Austria

Belgium

Prof. Bruno Delvaux, President, Rectors' Conference, French Community of Belgium

Belgium

Prof. Paul Van Cauwenberge, President, Flemish Interuniversity Council

Bulgaria

Prof. Vanyo Mitev, President, Bulgarian Rectors' Conference

Croatia

Prof. Vesna Vrtiprah, President, Croatian Rectors' Conference

Cyprus

Prof. Michalis Attalides, President, Cyprus Rectors' Conference

Czech Republic

Prof. Zdeněk Kůs, Permanent Representative, Czech Rectors Conference

Denmark

Prof. Jens Oddershede, President, Universities Denmark

Estonia

Prof. Alar Karis, President, Estonian Rectors' Conference

Finland

Prof. Kaija Holli, President, Universities Finland - UNIFI

France

Prof. Jean-Loup Salzman, President, Conference of University Presidents

Germany

Prof. Horst Hippler, President, German Rectors' Conference

Greece

Prof. Ioannis Mylopoulos, President, Aristotle University of Thessaloniki

Holy See

Prof. Luis Romera, President, Conference of Rectors of Roman Pontifical Universities

Hungary

Prof. Barna Mezey, President, Hungarian Rectors' Conference

Iceland

Prof. Jon Atli Benediktsson, Permanent Representative National Rectors' Conference in Iceland

Ireland

Dr Michael Murphy, President, Irish Universities Association

Italy

Prof. Davide Bassi, Permanent Representative, Conference of Italian University Rectors

Latvia

Prof. Arvids Barševskis, President, Latvian Rectors' Council

Lithuania

Prof. Petras Barsauskas, President, Lithuanian Universities Rectors' Conference

Luxembourg

Prof. Rolf Tarrach, Rector, University of Luxembourg

The Netherlands

Dr Karl Dittrich, President, Association of Universities in the Netherlands

Norway

Prof. Jan I. Haaland, President, Norwegian Association for Higher Education Institutions

Poland

Prof. Wiesław Banys, President, Conference of Rectors of Academic Schools in Poland

Portugal

Prof. António Rendas, President, Portuguese National Conference of Rectors

Romania

Prof. Ecaterina Andronescu, President, Romanian Council of Rectors

Serbia

Prof. Vladimir Bumbasirevic, President, Conference of the Universities of Serbia

Slovak Republic

Prof. Libor Vozár, President, Slovak Rectors' Conference

Slovenia

Prof. Danijel Rebolj, President, Slovenian Rectors' Conference

Spain

Prof. Adelaida de la Calle Martín, President, Conference of the Rectors of the Spanish Universities

Sweden

Prof. Pam Fredman, President, Association of Swedish Higher Education

Switzerland

Prof. Martine Rahier, President, swissuniversities¹

Turkey

Prof. Gökhan Çetinsaya, President, Council for Higher Education

United Kingdom

Prof. Eric Thomas, President, Universities UK

¹ In November 2012, the universities, the universities of applied sciences and the universities of teacher education in Switzerland founded the association swissuniversities. Over the next two years this will bring together the three current rectors' conferences CRUS, KFH and COHEP in a united conference.

C: General Assembly

The General Assembly, comprised of the representatives of all full members and associate members, determines the strategic direction of the association and elects the Board and President. It meets at least once per year with only full members being entitled to vote. A full list of EUA members is available from the EUA members' directory. www.eua.be/eua-membership-and-services/Home/members-directory.aspx

The last General Assembly was held in March 2012 prior to the EUA Annual Conference at the University of Warwick, where members discussed the EUA work programme and approved the association's budget and membership fees.

Photo: EUA Annual Conference 2012, University of Warwick



EUA Vice-President David Drewry

Photo: EUA Annual Conference 2012, University of Warwick



EUA Annual Conference 2012, University of Warwick, UK

D: The EUA Secretariat in Brussels (as of February 2013)

Located in Brussels, EUA is served by a central Secretariat with about 40 staff members, which is headed by the Secretary General. The Secretariat, which carries out the different activities of the organisation, comprises policy units, together with specialised units responsible for membership services (including events and communications and the Council for Doctoral Education).

Secretary General's Office

Lesley Wilson - Secretary General

Sue Pavis - PA to the Secretary General

Monika Steinel - Policy Analyst

Isabelle Damman - HR Manager

Isabelle Deneyer - Administrative Assistant

Research & Innovation

John Smith - Deputy Secretary General

Lidia Borrell-Damian - Head of Unit, Research Partnerships

Eva Hajdok - Administrative Assistant

Council for Doctoral Education (EUA-CDE)

Thomas Jørgensen - Head of Unit

Joanne Byrne - Project Officer

Alexandra Bitusikova - Senior Adviser

Governance, Autonomy & Funding

Thomas Estermann - Head of Unit

Enora Bennetot Pruvot - Programme Manager

Anna-Lena Claeys-Kulik - Project Officer

Isabel Silva - Administrative Assistant

Higher Education Policy

Michael Gaebel - Head of Unit

Elizabeth Colucci - Programme Manager

Jonna Korhonen - Project Officer/Data Analyst

Angel Manuel Rafael - Project Officer

Gemma Fagan - Administrative Assistant

Howard Davies - Senior Adviser

Hanne Smidt - Senior Adviser

Quality Management/Institutional Evaluation Programme

Tia Loukkola - Head of Unit

Thérèse Zhang - Programme Manager

Ivana Juraga - Project Officer

Crina Mosneagu - Project Officer

Alicja Bochajczuk - Administrative Officer

Caroline Marissal - Administrative Assistant

Andrée Sursock - Senior Adviser

Andrejs Rauhvargers - Senior Adviser

Communication, Membership Services & Events

Ulrike Reimann - Director

Andrew Miller - Deputy Director, Press Officer

Stephanie Friedrich - Communications Officer

Annamaria Trusso - Editor

Emma Gormley - Editor

Kajsa Svensson - Events Coordinator

Arianna Palomba - Events Assistant

Lucy Gherasa - Events Assistant

Aurélie Clenet - Administrative Assistant

Ikram Alaoui - Receptionist

Administration & Finance

John Ashton - Director

Julien Georis - Chief Accountant

Caroline Marquet - Accountant

Priscila Alves Nardoto - Accounting Assistant

Antonio Stinelli - Project Accountant

E: Membership Development

As of January 2013, the organisation has approximately 860 members and affiliates from 47 countries. EUA has grown from 578 members in 2001, making it the largest and most representative organisation representing universities in Europe.

During the 2011 General Assembly in Aarhus, members voted to introduce from 2012 a more equitable fee structure for individual members, based on GNP per capita income figures by country and the size of institutions. This new fee base was introduced to help EUA implement its development plan against the background of the economic downturn in Europe, and to respond to the growing demand for an increased, and wider range of services from its diverse membership.

In 2012, the association welcomed 26 new members and affiliates, which are listed below. 26 institutions resigned or were excluded from the organisation for non-payment of membership fees.

New Individual Full Members in 2012

Austria

FH Joanneum University of Applied Sciences
University of Applied Sciences Technikum Wien

Bulgaria

Medical University of Plovdiv

Czech Republic

University of Hradec Králové

Germany

Aalen University of Applied Sciences
Dortmund University of Applied Sciences and Arts
Konstanz University of Applied Sciences
University of Goettingen

Kazakhstan

Al-Farabi Kazakh National University

Sweden

University West

Switzerland

University of Applied Sciences Western Switzerland

Turkey

Bülent Ecevit University
Istanbul Bilgi University

Ukraine

Kyiv Slavonic University

New Individual Associate Members

Italy

LUSPIO - Free University for Innovation and Organisations

Kazakhstan

A. Baitursynov Kostanay State University

Kazakh National Medical University

Zhetysu State University

Romania

Aurel Vlaicu University of Arad

Turkey

Istanbul Aydin University

Okan University

Duzce University

Affiliates

The University of Queensland, Australia

Association for European Life Science Universities (ICA), Czech Republic

Agence d'évaluation de la recherche et de l'enseignement supérieur (AERES), France

Foundation for International Business Administration Accreditation (FIBAA), Germany

SECTION 3: Financial Statements and Accounts

Fernand Maillard & C^o

REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

Société civile à forme commerciale de droit
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
Member firm of GIE Audit Support Belgium RM*

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

Brussels, 31st March 2013.

Our ref.: FM/ga/13.2208

Dear Sir/Madam,

Re: Certification of the 2012 financial statements

I should like to thank you for entrusting me with the responsibility of auditing your 2012 accounts.

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

I have also been provided with financial documents relating to the early part of 2012. All my requests for additional information in connection with these various documents and all the association's activities have been answered unreservedly.

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

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

O:\secretariat\COURRIER\132 FM\132208 EUA Attestation 2012 synthétique - eng.doc
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Siège social / Maatschappelijke zetel : Avenue de Nivelles 107 - 1300 Wavre (Limal) - T / F : +32 (0)10 41 19 28
RPM / RPR - Nivelles TVA / BTW : BE 0 459 528 194
Banque / Bank : 068-2198359-73 IBAN : BE05-0682-1983-5975 BIC : KCCCBEBB
Member firm of GIE Audit Support Belgium RM* [sig]

OGH Expertises Comptables et Fiscales SA

114, rue du Rhône
Case Postale 3174
1211 Genève 3
tel +41 (0)22 787 07 73
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Mobil +41(0)79 203 45 19

ASBL 000105
Fédération de OGH Audit SA
www.ogh.ch

OGH Expertises

Entreprisje de revisies opgezet op kwaliteit d'Expert-revisieer registre de 2005

Report of the auditors
to the Members of

EUA, European University
Association, Geneva

As of December 31st, 2012

As auditors of EUA European University Association, we have audited the accounting records and the financial statements (balance sheet, profit and loss account) for the year ended December 31st, 2012.

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, 6, 2013

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

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

Fernand Maillard & C^o

REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

CERTIFICATION

The annual financial statements ruled off as at 31 December 2012 under the responsibility of the Board of Directors, comprising the balance sheet and income statement, show a balance sheet total of € 7,613,162.67 and a 2012 financial statement with a net result of €0.00.

In conclusion, I certify with one qualification that these financial statements, comprising the balance sheet and income statement as at 31 December 2012, provide a true and fair view of the association's assets and income, taking in account the reclassification of the provisions in allocated funds and the variation of the allocated funds by the account of charges, and do not include any material errors.

The qualification relate to the fact that the annual financial statements have still to be approved by the Board of Directors under the Belgian legal scheme (AR 10 December 2003) as required by the law, scheme including the annex.

Fernand Maillard
Auditor
Manager of SPRL Fernand Maillard & Co

Fernand MAILLARD & C^o
Soc. Civ. S.P.R.L. - Burg. Ven. B.V.B.A.
Reviseurs d'Entreprise - Bedrijfsrevisoren
Rue de la Vignette, 179 - Bte 2 - 1160 Bruxelles
Kleine Wijngaardstraat 179 - Bte 2 - 1160 Brussel
TEL. 02/673 22 22 - FAX 02/675 05 46

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Member firm of GIE Audit Support Belgium RM* [sig]

PROFIT AND LOSS	ACTUALS			
	31.12.2012			31.12.2011
all euros	Geneva	Brussels	Total	Total
INCOME				
Membership Fees	3.109.140	0	3.109.140	2.779.062
EUA Council for Doctoral Education (CDE)	250.800	0	250.800	208.000
sub total Membership Fees	3.359.940	0	3.359.940	2.987.062
Grants & Subventions	25.125	0	25.125	78.867
EC Projects	0	2.085.481	2.085.481	1.920.607
IEP Projects	341.284	0	341.284	335.178
IEP Romania	0	237.552	237.552	0
Other Projects	78.795	70.603	149.398	423.669
sub total Projects	420.078	2.393.636	2.813.714	2.679.455
Financial and Other	19.450	65.654	85.104	67.561
Income transferred from GVA to BXL	-2.983.46	2.983.461	0	
Total Income	841.132	5.442.751	6.283.883	5.812.945
EXPENSES				
EC Projects	0	2.813.479	2.813.479	2.494.204
IEP Projects	280.211	0	280.211	336.236
IEP Romania	0	372.074	372.074	0
Other Projects	165.963	152.057	318.019	648.762
EUA Council for Doctoral Education (CDE)	27.142	183.628	210.770	331.920
EUA Projects Development	30.000	0	30.000	170.000
sub total Projects	503.316	3.521.238	4.024.554	3.981.121
Salaries				
Staff Expenses	172.001	2.532.535	2.704.536	2.874.187
Provision Sal & Soc Chg	80.000	260.527	340.527	233.980
Fees	67.427	106.282	173.708	143.817
sub total Salaries	319.428	2.899.343	3.218.771	3.251.983
Recharged Salaries to EC Projects	0	-745.461	-745.461	-1.054.661
Recharged Salaries to IEP Projects	-32.986	0	-32.986	-120.041
Recharged Salaries to IEP Romania	0	-352.123	-352.123	0
Recharged Salaries to CDE	-48.498	-152.057	-200.555	-205.533
Recharged Salaries to Other Projects	-17.135	-103.588	-120.723	-357.738
sub total Recharged Salaries	-98.620	-1.353.229	-1.451.848	-1.737.973
Info & Communications	29.071	44.640	73.712	64.383
Office Costs				
Rent/Building Depreciation	0	66.359	66.359	65.342
Utilities	0	21.894	21.894	22.365
Office Maintenance	0	12.684	12.684	8.880
sub total Office Costs	0	100.937	100.937	96.587
Core Expenses				
Travel & Meetings	0	137.325	137.325	123.600
Books and Periodicals	282	16.227	16.509	18.180
Printed Material	0	5.257	5.257	7.842
Copying	0	2.398	2.398	4.148
IT & Office Supplies	0	36.461	36.461	37.200
Insurances	0	14.741	14.741	13.508
Postage	0	6.280	6.280	2.460
Telephone, Fax	0	34.219	34.219	41.256
Fees, legal, audit, translation	0	35.280	35.280	31.107
Other Expenses	722	40.956	41.677	23.963
sub total Core	1.004	329.144	330.148	303.265
Depreciation	0	87.099	87.099	65.767
Financial Expenses	1.681	5.965	7.646	25.079
sub total Depr & Bank & W/O	1.681	93.063	94.745	90.846
Recharged Expenses to EC projects	0	-192.386	-192.386	-185.575
Reverse Provision for EUA building refurbishment	0	0	0	-100.000
Total Expenses	755.881	5.442.751	6.198.632	5.764.635
Result surplus/(Deficit)	85.251	0	85.251	48.310

BALANCE SHEET		ACTUALS		
all euros		31.12.2012		31.12.2011
ASSETS	Geneva	Brussels	Total	Total
FIXED ASSETS				
Building	0	2.959.923		
Office Equipment	0	87.877		
	0	3.047.800	3.047.800	3.157.301
RECEIVABLES				
European Commission	0	1.204.578		
Membership	312.241	0		
Debtors	72.353	716.743		
Inter Company account	1.311.920	0		
	1.696.514	1.921.321	3.617.835	1.920.712
CASH				
Bonds and Shares	0	40.128		
Term accounts	2.181.264	1.836		
Bank (Business Accounts)	218.806	1.475.287		
Cash at Hand	0	950		
	2.400.070	1.518.200	3.918.270	2.902.190
PREPAID EXPENSES	16.888	61.450	78.338	50.562
INCOME RECEIVABLE	0	1.064.392	1.064.392	2.503.480
TOTAL ASSETS	4.113.472	7.613.163	11.726.635	10.534.245

LIABILITIES	Geneva	Brussels	Total	Total
OWN FUNDS				
Own funds carried forward	792.089	125.325		
Dedicated funds:				
Social reserve	280.000	550.000		
Projects Development reserve	500.000	520.000		
Result Current Year 2012	85.251	0		
	1.657.339	1.195.325	2.852.664	2.657.413
PROVISIONS & ACCRUED EXPENSES				
Provision for doubtful debts	224.807	0		
Provision for building upgrade	0	50.000		
Other provision	0	45.536		
Accrued Holiday Allowance	0	260.527		
Other Accrued Expenses	8.220	601.517		
	233.027	957.580	1.190.607	943.379
PAYABLES				
European Commission	0	3.351.946		
Payables	89.153	796.392		
Inter Company account	0	1.311.920		
	89.153	5.460.258	5.549.412	4.819.273
DEFERRED INCOME	250.108	0	250.108	224.466
INCOME / FEES RCVD IN ADV	1.883.845	0	1.883.845	1.889.714
TOTAL LIABILITIES	4.113.472	7.613.163	11.726.635	10.534.245

NOTE	31.12.2012		31.12.2011	
ASSET BLOCKED AS GUARANTEE	0	1.800	1.800	1.800
GUARANTEES ISSUED FOR EC PROJECTS	0	1.158.459	1.158.459	0

NOTE:

Note : Total projects are broken down as follows : EC projects € 2 813 479, EUA projects for € 1 211 075
 EC projects include EUA salaries € 745 461 and Partners salaries for € 518 386; Travel: EUA € 129 984 and Partners travel for € 804 309; Other € 615 339.
 EUA projects expenses include salaries € 706 387, Travel € 163 813, Other € 340 875

ANNEXES

Annex 1: EUA Events in 2012

***7th European Quality Assurance Forum:** *How does quality assurance make a difference?* Hosted by Tallinn University, Tallinn, Estonia (22-24 November 2012)

ALFA PUENTES bi-regional conference: *Innovative Strategies for Higher Education in Latin America and Europe: International Collaboration and Regional Development.* São Paulo, Brazil (12-14 November 2012)

EUA Doctoral Week: *Global perspectives, Funding of Doctoral Education and Quality Assurance.* Hosted by Karolinska Institutet, Stockholm, Sweden (23-27 September 2012)

Presentation of the TRACKIT Project report: *"Tracking Graduates' and Learners' Progression Paths".* Hosted by the Permanent Representation of the Czech Republic to the European Union, Brussels, Belgium (18 September 2012)

MAUNIMO Project: *Mapping University Mobility of Staff and Students Conference.* Hosted by the University of Oslo, Oslo, Norway (4-5 September 2012)

EUA Funding Forum. Hosted by the University of Salzburg, Salzburg, Austria (11-12 June 2012)

Europe-Africa Quality Connect Project: *A bi-regional approach to Strengthening University Capacity for Change – Final dissemination conference.* Addis Ababa, Ethiopia (21-22 June 2012)

TRACKIT Conference: *Tracking the Higher Education Student Lifecycle.* Hosted by Aarhus University (Copenhagen Campus), Copenhagen, Denmark (5-6 June 2012)

CODOC Workshop Latin America: *The Value of a PhD – Building Capacity and Refining Purpose.* University of São Paulo, Brazil (24-25 May 2012)

ARDE Project Focus Group 4: *Evaluating and assessing doctoral education,* organised by CRASP, Warsaw, Poland (15 May 2012)

EUIMA Project Final Event: *Horizon 2020 and the modernisation of European universities – Dialogue with European policy makers.* Brussels, Belgium (10 May 2012)

EUA Annual Conference 2012: *The Sustainability of European Universities*. Hosted by the University of Warwick, United Kingdom (22-23 March 2012)

CODOC Workshop Africa: *Doctoral Education, Leadership and Knowledge Societies: Redefining Global Relationships*. Hosted by the University of Johannesburg, South Africa (14-16 March 2012)

ARDE Project Focus Group 3: Career development, organised by Universities Austria, Vienna, Austria (8 March 2012)

ALFA PUENTES Regional Integration Seminar: *Regional Integration, Mobility, Quality Assurance – Links and Interdependencies*. Santiago, Chile (4-6 March 2012)

European Platform of Universities Engaged in Energy Research, Education and Training (EPUE) Inaugural Event: *Developing the Platform – from Concept to Implementation*. Hosted by Delft University of Technology, Delft, the Netherlands (23-24 February 2012)

EQC Project Final Workshop: *Examining Quality Culture – From Processes to Culture*. Hosted by QAA Scotland, Edinburgh, United Kingdom (15-17 February 2012)

DOC-CAREERS II Project Final Conference: *Promoting Collaborative Doctoral Education for Enhanced Career Opportunities*. Hosted by the Royal Flemish Academy of Belgium for Sciences and the Arts, Brussels, Belgium (30-31 January 2012)

EUIMA Full Costing Study Visit, Ireland: *Implementing Full Costing to Support the Financial Sustainability of European Universities*. Hosted by Trinity College Dublin, Dublin, Ireland (23-25 January 2012)

***MAP-ESG Launch Conference:** *Mapping the implementation and application of the ESG in the EHEA Launch Conference*. Hosted in Copenhagen, Denmark (17 January 2012)

Fifth EUA-CDE Workshop: *Supporting Individual Paths of Doctoral Candidates – Experience, Skills and Guidance*. Hosted by Trinity College Dublin, Ireland (12-13 January 2012)

* Organised with the E4 Group (EUA, ENQA, ESU, EURASHE)

Annex 2: EUA Policy Positions and Statements in 2012

EUA Statement addressed to Heads of State and Government attending the “EU Budget Summit”

www.eua.be/Libraries/Publications_homepage_list/EUA_Statement_to_Heads_of_State_Government.sflb.ashx

EUA Input to the Debate on the Rules for Participation in Horizon 2020

www.eua.be/Libraries/Policy_Positions/EUA_Input_to_the_Debate_on_the_Rules_for_Participation_in_Horizon_2020.sflb.ashx

Universities in the European Higher Education Area – EUA Input Statement to the EHEA-Bologna Ministerial Conference 2012

www.eua.be/Libraries/Policy_Positions/Universities_in_the_EHEA_EUA_Statement_for_Bologna_Ministerial_Conference.sflb.ashx

EUA Position Paper on the Commission’s proposed amendments to Directive 2005/36/EC on the Recognition of Professional Qualifications

www.eua.be/Libraries/Policy_Positions/EUA_position_paper_on_modernisation_of_DIR_2005_36_EC_January_2012.sflb.ashx

Annex 3: EUA Publications in 2012



Financially Sustainable Universities. Full Costing: Progress and Practice. By Thomas Estermann and Anna-Lena Claeys-Kulik
www.eua.be/Libraries/Publications_homepage_list/Full_Costing_Progress_and_Practice_web.sflb.ashx



Europe-Africa Quality Connect. Building Institutional Capacity through Partnership. Project Results and Future Prospects
www.eua.be/Libraries/Publications_homepage_list/EUA_QA_Connect_ENG_FR_web.sflb.ashx



CODOC. Cooperation on doctoral education between Africa, Asia, Latin America and Europe. By Thomas Ekman Jørgensen
www.eua.be/Libraries/Publications_homepage_list/EUA_CODOC_web.sflb.ashx



Tracking Learners' and Graduates' Progression Paths – TRACKIT.
 By Michael Gaebel, Kristina Hauschildt, Kai Mühleck, Hanne Smidt
www.eua.be/Libraries/Publications_homepage_list/EUA_Trackit_web.sflb.ashx



Mobility: Closing the gap between policy and practice.
 By Elizabeth Colucci, Howard Davies, Jonna Korhonen, Michael Gaebel
www.eua.be/Libraries/Publications_homepage_list/EUA_Maunimo.sflb.ashx



Examining Quality Culture Part III: From self-reflection to enhancement.
 By Oliver Vettori
www.eua.be/Libraries/Publications_homepage_list/Examining_Quality_Culture_EOC_Part_III.sflb.ashx



Quality and Trust: at the heart of what we do. A selection of papers from the 6th European Quality Assurance Forum
www.eua.be/Libraries/Publications_homepage_list/Quality_and_Trust_at_the_heart_of_what_we_do_EQAF2011.sflb.ashx



EUA Annual Report 2011
www.eua.be/Libraries/Publications_homepage_list/EUA_Annual_report_2011_WEB.sflb.ashx

Some publications to look out for in 2013

Quality Assurance in Doctoral Education – results of the ARDE project

The 7th European Quality Assurance Forum: How does quality assurance make a difference?

2nd EUA Report on Global University Rankings and Their Impact

Annex 4: Ongoing EUA Projects or Projects commencing in 2012

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

ALFA PUENTES: Building Capacity of University Associations in fostering Latin-American regional integration (2010-2013)

www.alfapuentes.org

ARDE: Accountable Research Environments for Doctoral Education (2010-2013)

www.eua.be/arde

ATHENA: Fostering sustainable and autonomous higher education systems in the Eastern Neighbouring Area (2012-2015)

www.athena-tempus.eu

Autonomy Scorecard Online Tool (2012-ongoing)

www.university-autonomy.eu

CODOC: Cooperation on Doctoral Education between Africa, Asia, Latin America and Europe (2010-2012)

www.eua.be/codoc

DEFINE: Designing strategies for efficient funding of higher education in Europe (2012-2015)

www.eua.be/define

DOC CAREERS II: Promoting Collaborative Doctoral Education for Enhanced Career Opportunities (2009-2012)

www.eua.be/eua-work-and-policy-area/research-and-innovation/doctoral-education/doc-careers-ii.aspx

EUIMA "Take-Up" activities: European Universities Implementing their Modernisation Agenda (2009-2012)

www.eua.be/euima

EUREQA: Empowering universities to fulfil their responsibility for quality assurance (2012-2015)

www.eua.be/eureqa

EQC: Examining Quality Culture in higher education institutions (2009-2012)

www.eua.be/eqc

FRINDOC: Framework for the internationalisation of doctoral education (2012-2015)

www.eua.be/frindoc

EUA Funding Forum (2011-2012)

www.eua.be/eua-work-and-policy-area/governance-autonomy-and-funding/Funding-Forum.aspx

MAP-ESG: Mapping the implementation and the application of the European Standards and Guidelines for Quality Assurance in the EHEA (2010-2012)

www.eua.be/map-esg

MAUNIMO: Mapping University Mobility of Staff and Students (2012-ongoing)

www.maunimo.eu

PQC: Promoting Quality Culture in higher education institutions (2012-2013)

www.eua.be/pqc

Public Funding Observatory

www.eua.be/publicfundingobservatory

QA CONNECT: Europe-Africa Quality Connect: Building Institutional Capacity through Partnership (2010-2012)

www.eua.be/europe-africa-quality-connect

***Rankings Review Project**

www.eua.be/rankingsreview

RISP: Rankings in institutional strategies and processes (2012-2015)

www.eua.be/risp

TRACKIT: Tracking Learners' and Graduates' Progression Paths (2010-2012)

www.eua.be/trackit

Annex 5: Steering Committees/ Working Groups/ Project Management Teams in 2012

Institutional Evaluation Programme (IEP) Steering Committee (for the whole year 2012)

Chair: **Lothar Zechlin**, former founding Rector, University of Duisburg-Essen, Germany

Howard Davies, Independent Consultant in European Higher Education Policy, United Kingdom

Fernando Miguel Galan Palomares, Student, University of Cantabria, Spain

Sokratis Katsikas, former Rector, University of the Piraeus, Greece

Gülsün Saglamer, former Rector, Istanbul Technical University, Turkey

Carles Solà, former Rector, Universitat Autònoma de Barcelona, Spain

Padraig Walsh, Chief Executive, Irish Universities Quality Board, Ireland

Karol Wysokinski, former Vice-Rector, Marie-Curie Skłodowska University, Poland

Jean-Pierre Finance, former President of Université Henri Poincaré, Nancy 1, France (ex-officio EUA Board)

Secretariat:

Tia Loukkola and **Thérèse Zhang**

EUA Council for Doctoral Education (EUA-CDE) Steering Committee (as of November 2012)

Chair: **Melita Kovacevic**, University of Zagreb, Croatia

Vice-Chair: **Berit Rokne**, University of Bergen, Norway

M. Teresa Anguera, University of Barcelona, Spain

Lucienne Blessing, University of Luxembourg, Luxembourg

Frank Bremmer, University of Marburg, Germany

Mary McNamara, Dublin Institute of Technology, Ireland

Giuseppe Silvestri, University of Palermo, Italy (ex-officio EUA Board)

Secretariat:

Thomas Jørgensen and **Joanne Byrne**

Research Policy Working Group (for the whole year 2012)

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

EUA Board Members:

Vaclav Hampl, EUA Board Member (Rector, Charles University Prague, Czech Republic)

Lauritz B. Holm-Nielsen, EUA Board Member (Rector, University of Aarhus, Denmark)

Giuseppe Silvestri, EUA Board Member (former Rector, University of Palermo, Italy)

Members:

Ed Brinksma, Rector, University of Twente, the Netherlands

Anton Čižmár, Rector, Technical University of Košice, Slovakia

António Cunha, Rector, University of Minho, Portugal

Torbjørn Digernes, Rector, Norwegian University of Science and Technology, Norway

Heinz Engl, Rector, University of Vienna, Austria

Pam Fredman, Vice-Chancellor, Gothenburg University, Sweden

Klaus Hulek, Vice-President for Research, Leibniz University Hannover, Germany

Alar Karis, Rector, University of Tartu, Estonia

Julia Goodfellow, Vice-Chancellor, University of Kent, United Kingdom

Tadeusz Luty, former Rector, Wrocław University of Technology, Poland (until 11/2012)

Katarzyna Chalasinska-Macukow, former Rector, University of Warsaw, Poland (as of 11/2012)

Jean-Pierre Finance, former President, Université Henri Poincaré, Nancy 1, France

Ilkka Niiniluoto, Chancellor, University of Helsinki, Finland

Ray O'Neill, Vice-President Research, National University of Ireland Maynooth, Ireland

Radovan Stanislav Pejovnik, Rector, University of Ljubljana, Slovenia

Gülsün Saglam, former Rector, Istanbul Technical University, Turkey

José Carlos Gomez Sal, Rector, Cantabria University, Spain

Alberto Tesi, Rector, University of Florence, Italy

Stavros A. Zenios, Rector, University of Cyprus, Cyprus

EUA Secretariat:

John Smith, Deputy Secretary General

Lidia Borrell-Damian, Senior Programme Manager

Eva Hajdok, Administrative Assistant

EUA European Platform of Universities Engaged in Energy Research, Education and Training (EPUE) Steering Committee

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

Hester Bijl, Chairman Delft Energy Initiative, Delft University of Technology, the Netherlands

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