

European University Association

annual
report
2013



EUA

European University Association

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Message from the EUA President



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In my second year as EUA President, I have sought with my colleagues on the EUA Board to strengthen the role of Europe's universities as main stakeholders in the European Higher Education and Research Areas. In particular, we have emphasised the need to prioritise investment in both higher education and research in the next long-term EU budget for 2014-2020. We have worked hard to ensure that the needs of universities are reflected in the next generation of key EU programmes, Erasmus+ and Horizon 2020, and also in the utilisation of the EU's considerable Regional Development Funds, in particular through involvement in research and innovation-based regional Smart Specialisation Strategies.

Therefore we were pleased at the end of the year, when both the Erasmus+ and Horizon 2020 Programmes were adopted by the European institutions with significant increases to their budgets. Both programmes will provide a wealth of opportunities for universities across Europe.

At the same time, in 2013 EUA has also been established as a key actor in the stakeholder framework developed by the European Commission to take forward the European Research Area. In terms of our support for the realisation of the ERA, we have focused on EUA's commitments as outlined in the Memorandum of Understanding and joint statement signed with the European Commission in 2012. EUA's activities concern topics where universities' own initiatives are already helping to overcome the identified barriers and bottlenecks to achieving the ERA, and where EUA has been working with its membership to promote wider take-up of good practices already in place, for example in doctoral education, research careers and mobility, and university-industry collaboration. In December, I presented a summary of our work to Commissioner Geoghegan-Quinn. The resulting publication is based on data provided by over 220 EUA member universities and demonstrates the significant contribution of universities around Europe to building the ERA.

Meanwhile, we also carried out a survey of EUA membership on the important topic of higher education internationalisation – looking at both institutional and policy perspectives. The responses provided crucial input to the European Commission's Internationalisation Strategy, which referenced the survey results and EUA's work. They will also enable EUA to further develop its internationalisation activities in the years to come.

I have also had the great pleasure of participating in many events and meetings organised by members across Europe, both national associations and individual universities. This helps us to better understand and respond to the specific challenges facing members, but also to feed the results of EUA's policy and project activities into important national discussions.

I would also like to thank the Secretary General and staff in EUA's Brussels Secretariat, whose work and commitment are crucial.

More than ever in times of economic crisis and global competition, it is vital that we collaborate and work closely together to speak with a united and strong voice. Therefore, I very much hope that you will continue to actively participate in and contribute to EUA's future work.



Maria Helena Nazaré

EUA President

Foreword from the EUA Secretary General



© Stefán Zimmernan

At a time when universities across Europe face a range of financial and competitive pressures, we have focused in 2013 on reinforcing EUA's position as Europe's largest and most comprehensive university association, with considerable efforts being made to support individual members and at the same time provide a strong voice for Europe's universities in Brussels, across Europe and globally.

This has meant offering a range of services on core themes important for European universities to our members, be it focused on learning and teaching, research and innovation or cross-cutting topics such as internationalisation, quality management or governance and funding. The broad range of activities proposed has increased awareness of the multiple benefits of membership and also provides greater opportunities for members to contribute and learn from each other. We have also increased efforts to communicate our policy and advocacy work effectively to members and to a wider range of partners in Brussels, across Europe and beyond.

In 2013, this involved the organisation of a range of project and event activities designed for universities to share good practice, improve knowledge and understanding and benchmark their own work. These activities are also crucial for EUA as they enable us to gather empirical evidence which in turn feeds into our advocacy work as highlighted in the next section of this annual report. Last year, for example, we ran more than ten projects involving members and focusing on key issues such as internationalisation, quality assurance in doctoral education, higher education funding strategies, institutional mobility strategies and university rankings.

In response to the growing interest in internationalisation at all levels, our Annual Conference 2013 focused on the topic of "Global Engagement", while international dialogue events with partners from different continents provided new opportunities for members to collaborate, establish partnerships, and exchange their views on issues of common concern. These included the first Arab-Euro conference on Higher Education organised with the Association of Arab Universities and the University of Barcelona; our second joint leadership event in Latin America; an EU-China

University Presidents' Dialogue; and a joint event (with ACA, EAIE and the DAAD) on Euro-African Higher Education Cooperation.

2013 was also a successful year for EUA's two independent membership services – the Institutional Evaluation Programme (IEP) and the Council for Doctoral Education (CDE) – that have continued to grow. In addition to evaluations requested by individual universities, IEP is working on an ongoing evaluation of 90 universities in Romania, which will continue into early 2015. Meanwhile the Council for Doctoral Education now includes over 220 EUA members making it an extremely powerful platform for strengthening European doctoral education.

Managing this significant programme of activities requires highly qualified, experienced and professional staff in the EUA Secretariat. EUA is lucky to have a group of about 40 individuals from more than 20 countries with unique profiles and skills, all of whom are dedicated to serving members and promoting the voice of universities across Europe. On behalf of us all, I would like to thank EUA members for their active contributions to our activities and I hope that we will be able to work together even more closely in the year ahead.



Lesley Wilson

EUA Secretary General

SECTION 1: EUA Activities in 2013

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 enables universities to influence and shape future European policies and initiatives affecting higher education and research. Through its work and contacts with the European Commission, Parliament and other key decision-making bodies, EUA ensures universities' interests and concerns are taken up with all key stakeholders.

The present Annual Report summarises the activities carried out on behalf of and in support of European universities over the last twelve 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

Throughout 2013, EUA has maintained its policy focus on the development of the EU's new education and training programmes for the period 2014-2020, while also actively monitoring new developments in learning and teaching that are set to impact universities across Europe in the coming years.

EUA's work on learning and teaching is carried out in the broader framework of the Bologna Process and the European Higher Education Area (EHEA). As a consultative member of the Bologna Process, EUA continued to represent universities in the **Bologna Follow-Up Group** that meets twice yearly and to contribute to the four main BFUG working groups: (1) reporting on the implementation of Bologna; (2) structural issues (qualifications frameworks, recognition, quality assurance and transparency); (3) social dimension and lifelong learning; (4) mobility and internationalisation.

Nevertheless, in 2013, policy activities focused principally on providing input to the European Commission and the European Parliament on the design of the **Erasmus+ Programme**, which comprises all EU internal

and international actions in the area of education, training, youth and sports. In November 2013, after months of deliberation between the European Parliament, Council and Commission, the programme was formally adopted, and in December, the European Commission unveiled more information, including the first calls for proposals and a detailed programme guide. In addition to an increased overall budget, EUA was also pleased that a number of recommendations it made were taken up in the programme design, and will now monitor how these are applied in the implementation phase of the programme.

Meanwhile, EUA also further stepped up its efforts to follow and keep its members informed of global trends in **learning and teaching**. The EUA working group on innovative learning and teaching continued its activities, with a strong focus on the rapid development of Massive Open Online Courses (MOOCs). This resulted in the publication of an “Occasional Paper” on MOOCs in January and co-organisation of a MOOCs event with the Academic Cooperation Association (ACA) in October.

In a further attempt to capture the present rapid changes taking place in teaching and learning, EUA also launched an online survey to map capacities

for e-learning at European universities and assess its impact on learning and teaching. On a European policy level, EUA largely welcomed the European Commission’s new communication “Opening up Education: Innovative teaching and learning for all through new Technologies and Open Educational Resources”, published in September, which set out a European agenda for stimulating high-quality, innovative ways of learning and teaching through new technologies and digital content. The results of EUA’s survey will provide additional input to this important debate.

At the end of the year, EUA also launched the 7th in the series of its flagship Trends projects. The **2015 Trends survey** will concentrate on how European universities have adapted learning and teaching in response to wider Bologna reforms and changing demand for higher education. MOOCs and e-learning have been included in the survey



ACA-EUA MOOCs Seminar in Brussels

for the first time. Trends 2015 will feed an institutional perspective into the policy discussions at the 2015 Bologna Ministerial Conference in Yerevan, Armenia.

Finally, EUA together with ACA launched a new project entitled **Mobility Policy-Practice Connect (MPPC)**, which aims to build capacity at system and institutional level for the creation and implementation of comprehensive mobility strategies.



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

Given the pivotal role of universities for European research and innovation, maximising opportunities for their participation in the European Union's new funding programme **Horizon 2020** (2014-2020) was a priority for EUA in 2013. The association provided input, on behalf of its membership, throughout the development and negotiations on both the programme's structure and budget. EUA also worked with other stakeholder organisations to increase leverage, for example on the crucial issue of the cost coverage model for the programme, which was a highly contested issue throughout the negotiations, up until the final approval of Horizon 2020 in November 2013 with an increased overall budget.

EUA noted that the approved Rules for Participation did not include an option for reimbursement of research costs based on full costing methodologies (in addition to the flat rate model proposed). EUA had long emphasised the importance of full costing for the overall financial sustainability of universities, and will continue to do so in the future, in the context of its contribution to the ongoing discussions on how the



EUA Deputy Secretary General John Smith (centre) at a press conference in the European Parliament on the Horizon 2020 Rules for Participation

management procedures and implementation rules in Horizon 2020 can really be simplified, so as to lower the administrative burden on participating universities.

EUA also increased efforts to ensure members' awareness of the work done with respect to Horizon 2020, for example by

circulating two “briefing memos” on “The Rules for Participation and Dissemination” and “The Model Grant Agreement and other reference documents”.

Research Policy Working Group members	As of November 2013
Chair: David J Drewry EUA Vice-President	former Vice-Chancellor, University of Hull, UK
Lauritz B. Holm-Nielsen EUA Vice-President	former Rector, University of Aarhus, Denmark
Vaclav Hampl, EUA Board Member	former Rector, Charles University Prague, Czech Republic
Gunnar Bovim	Rector, Norwegian University of Science and Technology, Norway
Ed Brinksma	Rector, University of Twente, the Netherlands
Katarzyna Chalasińska-Macukow	former Rector, University of Warsaw, Poland
Anton Čižmár	Rector, Technical University of Košice, Slovakia
António Cunha	Rector, University of Minho, Portugal
Richard Davies	Vice-Chancellor, Swansea University, UK
Heinz Engl	Rector, University of Vienna, Austria
Jean-Pierre Finance	former President, University Henri Poincaré, Nancy, France
Pam Fredman	Vice-Chancellor, Gothenburg University, Sweden
José Carlos Gomez Sal	Rector, Cantabria University, Spain
Klaus Hulek	Vice-President for Research, Leibniz University Hannover, Germany
Lokesh Joshi	Vice-President, National University of Ireland, Galway, Ireland
Ilkka Niiniluoto	Chancellor, University of Helsinki, Finland
Radovan Stanislav Pejovnik	Rector, University of Ljubljana, Slovenia
Gulsun Saglamer	former Rector, Istanbul Technical University, Turkey
Alberto Tesi	Rector, University of Florence, Italy
Stavros A. Zenios	Rector, University of Cyprus, Cyprus

In parallel, throughout 2013 the association underlined universities’ roles as key actors in the European Research Area by moving ahead with the implementation of the **Memorandum of Understanding** with the European Commission signed in 2012. To follow up on the commitments made in the MoU, EUA launched a membership survey in order to highlight the considerable activities being undertaken in universities across Europe. The questionnaires focused mainly on the identification of institutional policies on doctoral training, research careers and mobility, and national policy and legislative frameworks.

In addition, the association established a small working group on open access to scientific publications, which provided vital input into joint discussions with other MoU stakeholder organisations, in particular Science Europe and LERU. EUA's activities on the MoU were presented to Commissioner Geoghegan-Quinn in December in an EUA "progress report" and taken forward through the signing of a Joint Declaration on continued and closer cooperation with the other stakeholder organisations and the European Commission, ensuring a continuation of the ERA partnership in 2014. EUA's **strategic collaboration with the other European associations** representing university groups and non-university research institutions (LERU, EARTO, NORDFORSK, Science Europe and CESAER) that together form the ERA Stakeholder Platform, chaired by the European Commission, was strengthened in 2013. The Platform is the main forum for the exchange of views and information on progress with ERA policy development and implementation.

EUA rapidly expanded its activities and established itself as a major stakeholder in the debate on the role of universities in regional research and innovation strategies for **Smart Specialisation**. Institutional good practice examples were identified at a workshop organised by EUA and the EC Joint Research Centre in Seville and published in a report later in the year. Smart Specialisation strategies also formed the focus of discussions during a workshop organised by EUA, the Smart Specialisation (S3) Platform and the European Commission at the European Week of Regions and Cities in October.

EUA's work on doctoral training and research careers in the context of the MoU went hand in hand with the activities of the **Council for Doctoral Education**, which had a particularly successful year. Its members gathered at the Politecnico di Torino for a thematic workshop on interdisciplinary doctoral programmes in January, while representatives from some of the most prominent research universities from around the globe participated in the Second Global Strategic Forum on Doctoral Education

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The 6th EUA-CDE Annual Meeting at the University of Warsaw

in March, which resulted in the publication of a statement outlining the importance and challenges of ensuring access, diversity and excellence in a global research community. Furthermore, participants of the EUA-CDE Annual Meeting at the University of Warsaw in June took stock of major developments in doctoral education over the past years.



EUA-CDE Steering Committee	As of January 2014
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
Michael Fuller	University of Plymouth, UK
Vaclav Hampel	Charles University in Prague, Czech Republic (ex-officio EUA Board Member)
Mary McNamara	Dublin Institute of Technology, Ireland
Jean-Dominique Polack	University Pierre and Marie Curie, France

Finally EUA's **European Platform of Universities Engaged in Energy Research (EPUE)**, continues to be active in underlining the important role of universities in the rapidly developing field of energy both in education and research and is therefore setting up the basis for the engagement of the university sector in important European policy processes in this area. In particular in 2013 it has contributed to energy policy-related processes through its involvement in the European Energy Research Alliance and its participation in the **European Strategic Energy Technology Plan (SET-Plan)** conference. EUA will also shortly launch a major EC-funded project in collaboration with KIC InnoEnergy. The project launch is planned for 2014.

3. Quality Management

In 2013, EUA's efforts in this area continued to focus both on policy development and a range of events and project work with members. In particular, together with its partners in the E4 Group (ENQA, ESU, EURASHE), EQAR, Education International and Business Europe, EUA started to work on the request made at the last Bologna Ministerial Meeting to prepare a proposal for the revision of the European Standards and Guidelines for Quality Assurance (ESG) in the EHEA, adopted in 2005.

Following a number of consultations, of both members and Bologna governmental representatives, the group will launch the proposal for the revised ESG in 2014 in the hope that it will be adopted at the next Bologna Ministerial Meeting in 2015.

The E4 Group also organised in November the 8th European Quality Assurance Forum (EQAF) at Gothenburg University, which brought together more than 400 higher education stakeholders to discuss the latest developments and trends in quality assurance (QA). Centred



© David Gellberg

The 8th EQAF at the University of Gothenburg

around the theme “Working together to take quality forward” plenary and parallel sessions discussed how both individuals and organisations can better understand the role that quality assurance plays in their daily lives, get involved and work together.

EUA also took forward its work on supporting members in developing internal quality cultures through two projects. In the framework of the “Promoting Quality Culture” (**PQC**) project, it organised a series of training sessions for staff involved in quality management and a workshop for universities and QA agencies to explore the role agencies could or should play in promoting quality culture within HE institutions. A second project, supported by the EC Tempus programme, “Empowering Universities to fulfil their responsibility for Quality Assurance” (**EUREQA**) focused on supporting universities in the Western Balkans.



A project on “Accountable Research Environments for Doctoral Education” (**ARDE**), completed in 2013, has looked more specifically at the development of quality assurance processes (internal and external) for doctoral education. Based on quantitative information gathered from a survey of over 100 universities across Europe and qualitative information collected during a series of focus groups and a workshop, the project report and findings showed that doctoral education is being

managed more professionally (in particular with the establishment of doctoral schools) and that institutions are giving more attention to accountability and quality enhancement.

Meanwhile, the activities of EUA's independent membership service, the **Institutional Evaluation Programme (IEP)**, continued to support HE institutions across Europe and beyond.



IEP Steering Committee	As of December 2013
Chair: Lothar Zechlin	former founding Rector, University of Duisburg-Essen, Germany
Gülay Barbarosoğlu	Rector of Boğaziçi University, Turkey (ex-officio EUA Board Member)
Howard Davies	Independent Consultant in European higher education policy and EUA Senior Adviser, UK
Karen Jones	former University Registrar, University of Wales in Newport, UK
Sokratis Katsikas	former Rector, University of the Piraeus, Greece
Hannele Niemi	former Vice-Rector, University of Helsinki, Finland
Virgilio Meira Soares	former Rector, University of Lisbon, Portugal
Emilia Todorova	student, University of Glasgow, UK
Karol Wysokinski	former Vice-Rector, Marie-Curie Skłodowska University, Poland

The programme evaluated eight universities/institutions both in the academic years 2012/2013 and in 2013/2014, in addition to continuing its ongoing evaluations of universities in Romania. Agreement has also been reached on a coordinated evaluation of higher education institutions in Montenegro as part of a broader World Bank project.

IEP Round 2013/2014	
Goce Delcev University	FYROM
University of Szeged	Hungary
European Humanities University	Lithuania
Vytautas Magnus University	Lithuania
Anadolu University	Turkey
Marmara University	Turkey
Kazakh National Technical University	Kazakhstan*
An-Najah National University	Palestine*

*Follow-up evaluations

IEP Round 2012/2013	
Mykolas Romeris University	Lithuania
ISCTE - University Institute of Lisbon	Portugal
Sabanci University	Turkey
Istanbul University	Turkey*
Riga Technical University	Latvia
University of Maribor	Slovenia
Istanbul Aydin University	Turkey
Universidad el Bosque	Colombia*
*Follow-up evaluations	

Another of EUA's objectives has been to monitor the development of transparency tools, rankings and their impact on universities. As a follow-up to its first report in 2011, EUA published a second review of **university rankings and their impact**. It underlined that there have been significant new developments since the first review in 2011, as international university rankings and other "transparency tools" continue to multiply, and their impact on universities and higher education systems increases. For example, the growing volume of information that is being gathered on universities as well as the new "products" on offer, strengthen both the influence of the ranking providers and the potential impact of rankings on institutional strategies and operations.

This work on rankings is now being taken forward with a pan-European project (**RISP**) designed to study the impact of rankings on institutional strategies in more detail and to provide recommendations on how rankings can promote institutional development while also identifying potential pitfalls in their use.

EUA believes that it is an important part of its mission to put its European expertise at the service of its members to provide independent but informed advice in support of the development of European higher education and research. At the request of the Portuguese Rectors' Conference, EUA assembled European experts with a view to appraising the Portuguese HE system, identifying challenges and making recommendations. The report, published in



Presentation of the report: Portuguese Higher Education. A view from the outside

February, was presented at a special event held at the National Council for Education (Conselho Nacional de Educação) in Lisbon.

4. Governance, Autonomy and Funding

Throughout 2013, EUA has pushed forward with its activities on funding and the long-term financial sustainability of European universities.

One important element of this has been EUA's work on **full costing**, identified as a vital factor in ensuring universities' financial sustainability. In February EUA finalised a new report on this topic, which looked at the status of the implementation of full costing in 14 European higher education systems. It sought to help university practitioners in implementing full costing, by offering examples of good practice, whilst at the same time providing important information for policy makers and funders on the development of the Rules for Participation in the Horizon 2020 research funding programme.

In June, EUA released the latest edition of its **Public Funding Observatory** report which monitors the impact of the economic crisis on universities and identifies trends in public funding to higher education institutions. The 2013 report was launched in tandem with a new interactive online tool providing data for 23 European HE systems.



EUA Public Funding Observatory Tool

The latest update provided a new analysis of the pressures that many countries face in terms of funding for higher education institutions, which are being aggravated by the impact of inflation and changes in student numbers. It confirmed that while no system has been left completely unaffected by the crisis, there is still a risk of a widening gap between different parts of Europe.

In parallel to the Observatory, EUA has been running a major project to identify good practices and challenges in the design and implementation of measures to increase funding efficiency in higher education (**DEFINE**).

It has focused on performance-based funding, concentration measures and excellence schemes. Based on information and data collected from national rectors' conferences/university associations, EUA published in December some preliminary results of this analysis in an interim report.

EUA's advocacy work on funding, governance and autonomy seeks to inform and influence policy processes and developments not only at European but also at the national and the institutional level. For example, in November the EUA President together with representatives from the EUA Board and Secretariat were invited by the Greek Rectors' Conference to address Greek HE stakeholders on the importance of institutional autonomy and sustainable funding for the future of Greek higher education, in the light of the ongoing economic crisis.

EUA has also been coordinating a Tempus-funded project called **ATHENA**, which focuses on supporting universities in the Eastern Neighbourhood Area, specifically in Armenia, Moldova and Ukraine, in increasing awareness of the importance of institutional autonomy and the development of sustainable financial strategies.



5. Internationalisation: European Universities in a Global Context

Discussions at EUA's Annual Conference 2013 "European Universities – Global Engagement", held at Ghent University, showed that internationalisation is an issue which affects all elements of the university mission, which is why the development of strategic approaches has become a necessity for all European universities.

To feed into the conference discussions, EUA published the results of a survey of its member universities on their internationalisation activities and strategies, which also gauged their expectations for EUA's future international activities and for the European Union's forthcoming strategy for the internationalisation of higher education, which was published later in 2013, and referenced EUA's work.

Throughout the year, EUA raised the voice of European universities on a global level, by strengthening inter-regional policy dialogue and continuing to forge links with important international partners around the globe.

In the spring, the association co-organised two important dialogue events. The **EU-China Presidents dialogue**, held in the framework of the European Commission and the Chinese Government's Higher Education Platform for Cooperation and Exchange (HEPCE), brought together around 80 university leaders from both regions. A month later, the first **Arab-Euro Conference on Higher Education**, brought together members of EUA and the Association of Arab Universities for their first joint event at the University of Barcelona in Spain.



The first Arab-Euro Conference on Higher Education at the University of Barcelona

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

For example, as part 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 in Latin America: 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. In December, 120 university leaders and members of national university associations from 32 countries gathered in Cartagena, Colombia, for the second major bi-regional conference entitled "A Europe-Latin America Partnership for Innovative, Responsive and Sustainable Universities".



The 2nd Latin America-Europe University Association Conference in Cartagena

In the area of doctoral education, EUA has been coordinating a project (called **FRINDOC**) that focuses 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. Improving impact and increasing visibility: advocacy and communication

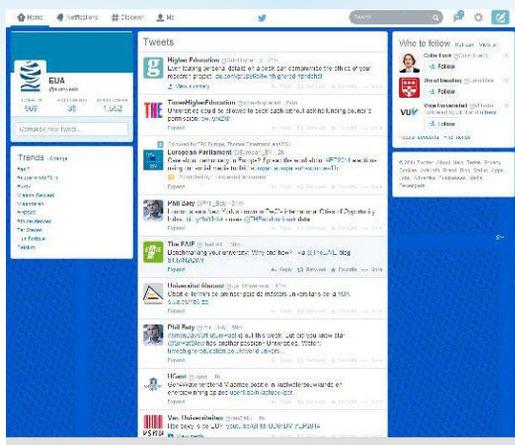
The driving element of EUA's work has been to reinforce its position as the representative voice of universities, by speaking with a strong voice on European-level issues which affect both national university associations and individual universities. To underpin its work in all the areas described in the previous sections, 2013 has seen a stronger focus on communication and preparations for the launch of a new communications strategy that will set out how the association can further strengthen its identity, and communicate more effectively with an increasingly wide group of stakeholders at institutional, national, European and global level.

In 2013, EUA continued to enhance the voice of universities in Brussels not only in the dialogue with the European institutions (such as the Commission and Parliament) and representations of member states, but also with a multitude of other networks and associations who are active in the fields of higher education and research policy. Improving visibility has also meant ensuring that EUA presents the university perspective on a range of issues at meetings organised by the European institutions, or takes part in consultation activities at European level. Given the important discussions on the EU budget and the higher education and research programmes, 2013 was a particularly active year in this respect. These activities helped to ensure that the results of EUA policy, projects, studies, reports and membership consultations published in 2013 fed into EU policy development.

Meanwhile, outside of Brussels, the EUA President, Board members, Secretary General and staff from the Secretariat participated in meetings and events across Europe and further afield, to ensure that members, policy makers and other higher education stakeholders were kept informed of the outcomes of EUA's work. In 2013, these included national meetings organised by rectors' conferences/university associations and other important stakeholder groups.

In communicating with its members in 2013, EUA has also continued to put an increased emphasis on direct mailings, in order to ensure they are well-informed about EUA's different activities. Such mailings included not only opportunities to participate in projects and events, but also briefing memos providing detailed information on key developments related to Horizon 2020. It has also continued to develop its fortnightly e-newsletter as an important tool for disseminating information about EUA's work, and other key developments in European higher education and research, to an audience of around 11,000 subscribers.

EUA has also looked to further develop its communications to the HE and research media, issuing nearly 30 press releases on its principal policy and project activities, which were picked up in Europe and further afield. EUA experts were regularly interviewed and featured in different media on a wide range of issues, such as the EU budget and the Horizon 2020 and Erasmus+ Programmes, rankings, funding, MOOCs, and the development of the European Research Area. Meanwhile, EUA's Twitter account now has approximately 1400 followers, who receive direct information about different EUA activities and events.



SECTION 2: EUA as an Organisation

EUA has around 850 members in nearly 50 European countries, making it the most comprehensive and representative body of European universities. 17 million students are enrolled at EUA member institutions. Membership is comprised of both individual universities, around 800 in total, and collective bodies of universities (including 34 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 2013.

A: EUA Board

The EUA Board consists of nine members, including the EUA President, who chairs the Board. It meets at least three times a year and is responsible for the preparation and implementation of the association's policy, the planning of its activities, and the management of its affairs. In April 2013, the General Assembly elected two new Board members, Prof. Gülay Doğu Barbarosoğlu and Prof. Stefano Paleari, to replace outgoing members, Prof. Jean-Pierre Finance and Prof. Giuseppe Silvestri, who had served since 2009. EUA Vice-President Prof. David Drewry was also re-elected to the Board.

Board members as of April 2013

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

B: EUA Council

The EUA Council comprises the EUA Board and the Presidents of EUA's full collective members (34 national rectors' conferences), or their nominated representatives. In 2013, Council met three times to discuss and define EUA's priorities.

Council members as of January 2014

Austria	Prof. Heinz Engl	Permanent Representative, Universities Austria
Belgium	Prof. Bernard Rentier	President, Rectors' Conference, French Community of Belgium
Belgium	Prof. Paul De Knop	President, Flemish Interuniversity Council
Bulgaria	Prof. Vanyo Mitev	President, Bulgarian Rectors' Conference
Croatia	Prof. Pero Lucin	Permanent Representative, 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. Volli Kalm	President, Universities Estonia
Finland	Prof. Kalervo Väänänen	President, Universities Finland – UNIFI
France	Prof. Jean-Loup Salzmann	President, Conference of University Presidents
Germany	Prof. Horst Hippler	President, German Rectors' Conference
Greece	Prof. 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	Permanent Representative, Irish Universities Association
Italy	Prof. Alberto Tesi	Permanent Representative, Conference of Italian University Rectors
Latvia	Prof. Arvids Barševskis	President, Latvian Rectors' Council
Lithuania	Prof. Petras Barsauskas	President, Lithuanian University Rectors' Conference
Luxembourg	Prof. Rolf Tarrach	President, University of Luxembourg

Netherlands	Dr Karl Dittrich	President, Association of Universities in the Netherlands
Norway	Prof. Ole-Petter Ottersen	President, Norwegian Association of Higher Education Institutions
Poland	Prof. Wieslaw Banyś	President, Conference of Rectors of Academic Schools in Poland
Portugal	Prof. António Rendas	President, Portuguese National Conference of Rectors
Romania	Prof. Sorin Cimpeanu	President, Romanian Council of Rectors
Serbia	Prof. Vladimir Bumbasirevic	President, Conference of the Universities of Serbia
Slovak Republic	Prof. Libor Vozár	President, Slovak Rectors' Conference
Slovenia	Prof. Danijel Rebolj	President, Slovenian Rectors' Conference
Spain	Prof. Manuel José López Pérez	President, The Conference of the Rectors of the Spanish Universities
Sweden	Prof. Pam Fredman	President, Association of Swedish Higher Education
Switzerland	Prof. Martine Rahier	President, swissuniversities
Turkey	Prof. Gökhan Çetinsaya	President, Council for Higher Education
United Kingdom	Prof. Sir Christopher Snowden	President, Universities UK

C: General Assembly

The 2013 EUA General Assembly (GA) took place in Ghent prior to the Annual Conference.



The EUA General Assembly at Ghent University in April 2013

© Achenberg

In addition to electing three Board members in 2013 for the period 2013-2017, approving the EUA budget and new membership fees for 2014, members present in Ghent also voted in favour of a proposal for a revision of the EUA Statutes concerning the period of office of the President. The proposed changes were finally approved at an extraordinary GA held in October, as the quorum of members required by the statutes was not reached in April. The objective was to increase the President's effective term of office by reducing the present twelve-month overlap period with the President-Elect to three months. This effectively re-introduces a four-year term for EUA Presidents, while also making it possible once more to align the timing of elections for the EUA President and Board members, thus reducing the overall number of elections. The next elections for five new Board members and the EUA President are therefore scheduled to take place in 2015.

D: The EUA Secretariat in Brussels (as of January 2014)

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

Secretary General's Office

Lesley Wilson - Secretary General

Sue Pavis - PA to the Secretary General

Monika Steinel - Policy Analyst

Isabelle Damman - HR Manager

Research & Innovation

Lidia Borrell Damian - Director

Rita Morais - Project Officer

Éva Hajdók - Administrative Assistant

John Smith - Senior Adviser

Governance, Funding & Public Policy Development

Thomas Estermann - Director

Enora Bennetot Pruvot - Programme Manager

Anna-Lena Claeys-Kulik - Project Officer

Isabel Silva - Administrative Assistant

Higher Education Policy

Michael Gaebel - Director

Elizabeth Colucci - Programme Manager

Jonna Korhonen - Project Officer/Data Analyst (on maternity leave)

Angel Manuel Rafael - Project Officer

Nina Kind - Project Officer

Gemma Fagan - Administrative Assistant

Hanne Smidt - Senior Adviser

Howard Davies - Senior Adviser

Institutional Development

Tia Loukkola - Director

Thomas Jørgensen - Deputy Director/CDE

Thérèse Zhang - Programme Manager

Alicja Bochajczuk - Project Officer/IEP

Joanne Byrne - Project Officer/CDE

Ivana Juraga - Project Officer/QA

Crina Mosneagu - Project Officer/IEP

Anna Gover - Administrative Officer

Caroline Marissal - Administrative Assistant

Alexandra Bitusikova - Senior Adviser

Andrée Sursock - Senior Adviser

Communications, Marketing & Events

Ulrike Reimann - Director

Andrew Miller - Deputy Director, Press Officer

Stephanie Friedrich - Communications Officer

Emma Gormley - Editor

Kajsa Svensson - Events Coordinator

Arianna Palomba - Events Assistant

Aurélie Clenet - Events and Database Assistant

Floriane De Decker - Receptionist and Allround Assistant

Administration & Finance

Julien Georis - Chief Accountant

Caroline Marquet - Accountant

Priscila Alves Nardoto - Accounting Assistant

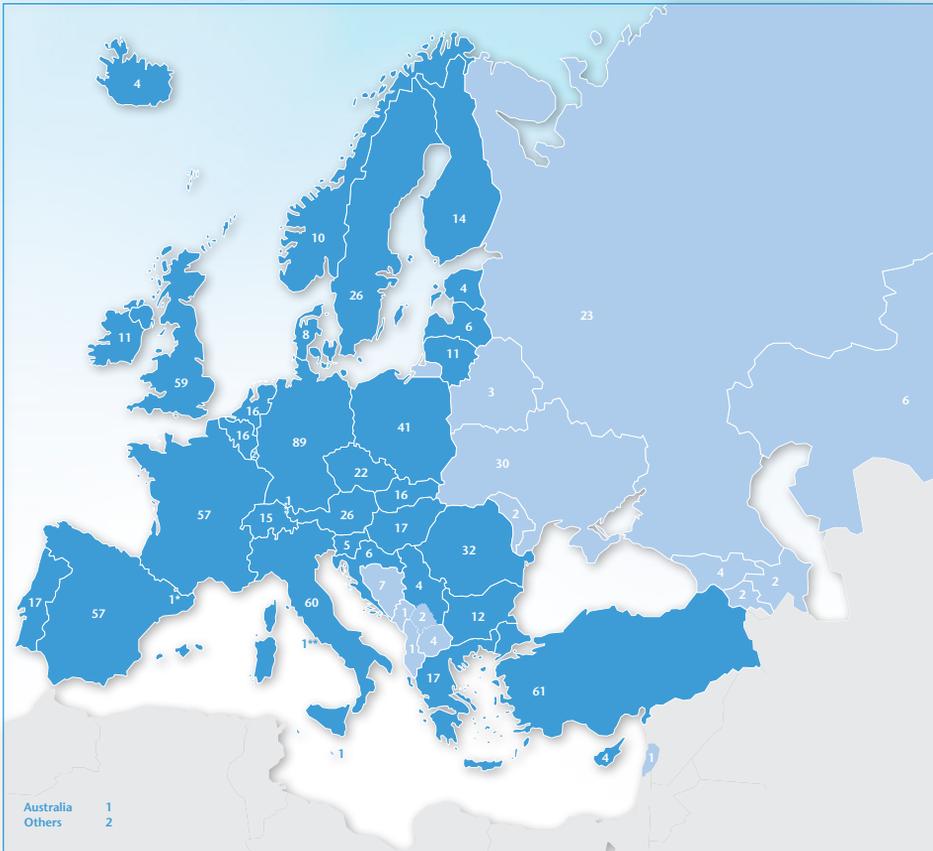
Antonio Stinelli - Project Accountant

E: Membership development in 2013

In 2013 the association welcomed 10 new members, which are listed below, while 13 institutions resigned or were excluded from the organisation for non-payment of membership fees.

During 2013 a number of mergers between universities/HE institutions, but also involving national HE associations, influenced the overall number of EUA members. For example, three collective members in Switzerland merged to form one association, as well as two universities in Portugal (both full members).

EUA Membership Map as of 6 March 2014



- Countries with EUA collective full members
- Countries with no EUA collective full members
- Members per country including affiliates
- *
- **
- ***

For a full list of EUA members, please see www.eua.be/eua-membership-and-services/Home/members-directory.aspx.

New Individual Full Members

Hellenic Open University (Greece)

L.N Gumilyov Eurasian National University (Kazakhstan)

National University of Public Service (Hungary)

North Caucasus Federal University (Russia)

Reykjavik University (Iceland)

University of East Anglia (United Kingdom)

New Individual Associate Members

Borys Grinchenko Kyiv University (Ukraine)

Madrid Open University (Spain)

University of Liechtenstein (Liechtenstein)

New Affiliates

Institut de recherche pour le développement – IRD (France)

The Free University of Bolzano (Italy), the Catholic University of Valencia (Spain), the University of Primorska (Slovenia) and Södertörn University (Sweden), previously individual associate members, were also welcomed as individual full members in 2013.

SECTION 3: Financial Statements and Accounts

Fernand Maillard & C^o

REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

Service civique à l'ordre commercial de droit

Datgerijde vennootschap met handelszwaam van het be
Rue de la Viguerie / Koning Willemstraat 179 B-2 - 1060 Brussels / Brussel - T 32 673 22 22 - F 02 673 95 46
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, 05th May 2014

Our ref.: FM/ap/14.2217

Dear Sir/Madam,

Concern: Certification of the 2013 financial statements

I should like to thank you for entrusting me with the responsibility of auditing your 2013 accounts.

In order to fulfil this engagement, I have been provided with all accounting documents (bank account extracts, transfer slips, supporting documents in 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 2014. 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.



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RPM / RPR - Nivelles TVA / BTW BE 0 459 238 194
Banque / Bank: 086 21865975 IBAN: BE68 086 1085 9575 BIC: LJCXCB33
Member firm of GIE Audit Support Belgium RM²

OGH Expertises

OGH Expertises Comptables et Fiscales SA

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Mobil +41(0)79 203 45 19

AIR 0000
Partenaire de l'OPFA Audit SA
www.ogh.ch

Entrepris de chèque agréés en qualité d'organes d'audit de l'ASBL

Report of the auditors
to the Members of

EUA, European University
Association, Geneva

As of December 31st, 2013

As auditors of EUA European University Association, Geneva, we have audited the accounting records and the financial statements (balance sheet, profit and loss account) for the year ended December 31st, 2013.

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 14, 2014



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

Fernand Maillard & C^o

REVISEUR D'ENTREPRISES - BEDRIJFSREVISOR - AUDITOR

CERTIFICATION

The annual financial statements ruled off as at 31 December 2013 under the responsibility of the Board of Directors, comprising the balance sheet and income statement, show a balance sheet total of € 8,074,468.35 and a 2013 financial statement with a net result of € 0.00.

In conclusion, I certify that these financial statements, comprising the balance sheet and income statement as at 31 December 2013, provide a true and fair view of the association's assets and income, and do not include any material errors.

Fernand Maillard
Auditor
Manager of Soc Civ SPRL Fernand Maillard & C^o



Y:secretariatCOURRBR142 F36142217 EJA Rapport Certification 2013 EN.doc
Page 2 sur 2

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Banque / Bank: 086 21865975 IBAN: BE68 086 1085 9575 BIC: LJCXCB33
Member firm of GIE Audit Support Belgium RM²

PROFIT AND LOSS		ACTUALS		
all euros		31.12.2013		31.12.2012
INCOME	Geneva	Brussels	Total	Total
Membership Fees	3.114.994	0	3.114.994	3.109.140
EUA Council for Doctoral Education (CDE)	276.792	0	276.792	250.800
sub total Membership Fees	3.391.786	0	3.391.786	3.359.940
Grants & Subventions	0	0	0	25.125
EC Projects	0	1.401.958	1.401.958	2.085.481
IEP Projects	322.525	0	322.525	341.284
IEP Romania	0	469.200	469.200	237.552
Other Projects	92.291	151.039	243.331	149.398
sub total Projects	414.817	2.022.197	2.437.014	2.813.714
Financial and Other	5.168	45.838	51.006	85.104
Income transferred from GVA to BXL	-2.666.922	2.666.922	0	
Total Income	1.144.848	4.734.958	5.879.806	6.283.883
EXPENSES	Geneva	Brussels	Total	Total
EC Projects	0	1.552.111	1.552.111	2.813.479
IEP Projects	235.059	66.549	301.608	280.211
IEP Romania	0	481.572	481.572	372.074
Other Projects	174.745	166.968	341.713	318.019
EUA Council of Doctoral Education (CDE)	11.198	180.606	191.803	210.770
EUA Projects Development	130.000	0	130.000	30.000
sub total Projects	551.001	2.447.806	2.998.808	4.024.554
Salaries				
Staff Expenses	213.022	2.946.268	3.159.290	2.704.536
Provision Sal & Soc Chg	130.000	32.559	162.559	340.527
Fees	79.632	163.515	243.147	173.708
sub total Salaries	422.654	3.142.342	3.564.995	3.218.771
Recharged Salaries to EC Projects	0	-492.890	-492.890	-745.461
Recharged Salaries to IEP Projects	-31.679	-66.549	-98.228	-32.986
Recharged Salaries to IEP Romania	0	-470.843	-470.843	-352.123
Recharged Salaries to CDE	-47.519	-166.968	-214.487	-200.555
Recharged Salaries to Other Projects	0	-111.962	-111.962	-120.723
sub total Recharged Salaries	-79.198	-1.309.213	-1.388.411	-1.451.848
Info & Communications	0	27.631	27.631	73.712
Office Costs				
Rent/Building Depreciation	0	68.066	68.066	66.359
Utilities	0	24.090	24.090	21.894
Office Maintenance	0	19.415	19.415	12.684
sub total Office Costs	0	111.571	111.571	100.937
Core Expenses				
Travel & Meetings	0	149.509	149.509	137.325
Books and Periodicals	255	16.959	17.214	16.509
Printed Material	0	2.627	2.627	5.257
Copying	0	1.997	1.997	2.398
IT & Office Supplies	0	29.716	29.716	36.461
Insurances	217	15.785	16.002	14.741
Postage	304	1.741	2.046	6.280
Telephone, Fax	0	33.208	33.208	34.219
Fees ,legal, audit, translation	11.428	10.405	21.833	35.280
IEP Evaluation	36.363	0	36.363	0
Other Expenses	75.175	49.749	124.923	41.677
sub total Core	123.743	311.696	435.439	330.148
Depreciation	0	31.576	31.576	87.099
Financial Expenses	5.073	6.470	11.544	7.646
sub total Depr & Bank & W/O	5.073	38.046	43.119	94.745
Recharged Expenses to EC projects	0	-34.922	-34.922	-192.386
Recharged Expenses to EUA projects	-3.172	0	-3.172	0
Total Expenses	1.020.101	4.734.958	5.755.059	6.198.632
Result surplus/(Deficit)	124.747	0	124.747 €	85.251 €

BALANCE SHEET		ACTUALS		
all euros		31.12.2013		31.12.2012
ASSETS	Geneva	Brussels	Total	Total
FIXED ASSETS				
Building	0	2.892.862		
Office Equipment	0	80.847		
	0	2.973.709	2.973.709	3.047.800
RECEIVABLES				
European Commission	0	895.448		
Membership	311.211	0		
Debtors	3.965	1.130.146		
Inter Company account	2.070.565	0		
	2.385.741	2.025.594	4.411.335	3.617.835
CASH				
Bonds and Shares	0	42.600		
Term accounts	2.062.794	1.858		
Bank (Business Accounts)	297.567	1.337.296		
Cash at Hand	0	795		
	2.360.360	1.382.550	3.742.910	3.918.270
PREPAID EXPENSES				
	7.495	36.118	43.613	78.338
INCOME RECEIVABLE				
	34.609	2.256.498	2.291.107	1.064.392
TOTAL ASSETS	4.788.205	8.674.468	13.462.673	11.726.635

LIABILITIES	Geneva	Brussels	Total	Total
OWN FUNDS				
Own funds carried forward	877.339	125.325		
Dedicated funds:				
Social reserve	410.000	550.000		
Projects Development reserve	630.000	520.000		
Result Current Year 2013	124.747	0		
	2.042.087	1.195.325	3.237.411	2.852.664
PROVISIONS & ACCRUED EXPENSES				
Provision for doubtful debts	283.138	0		
Provision for building upgrade	0	50.000		
Other provision	0	13.084		
Accrued Holiday Allowance	0	293.085		
Other Accrued Expenses	236	268.202		
	283.374	624.372	907.745	1.190.607
PAYABLES				
European Commission	0	4.074.156		
Payables	113.009	710.051		
Inter Company account	0	2.070.565		
	113.009	6.854.772	6.967.781	5.549.412
DEFERRED INCOME				
	252.747	0	252.747	250.108
INCOME / FEES RCVD IN ADV				
	2.096.988	0	2.096.988	1.883.845
TOTAL LIABILITIES	4.788.205	8.674.468	13.462.673	11.726.635

NOTE	31.12.13		31.12.12	
ASSET BLOCKED AS GUARANTEE	0	1.800	1.800	1.800
GUARANTEES ISSUED FOR EC PROJECTS	0	1.158.459	1.158.459	1.158.459

NOTE:

Note : Total projects are broken down as follows: EC projects for € 1 552 111, EUA projects for € 1 446 696, EC projects include EUA salaries € 492 890 and Partners salaries for € 225 051; Travel: EUA € 76 799 and Partners travel for € 516 703; Other € 240 668.

EUA projects expenses include salaries € 895 520, Travel € 211 076, Other € 340 100

ANNEXES

Annex 1: EUA Events in 2013

ACA-EUA-DAAD-EAIE European Policy Seminar

For mutual gain: Euro-African cooperation in higher education

Hosted by Club de la Fondation Universitaire, Brussels, Belgium

13 December 2013

2nd Latin America-Europe University Association Conference

A Europe-Latin America Partnership for innovative, responsive and sustainable universities

Hosted by Asociación Colombiana de Universidades (ASCUN),

Cartagena de Indias, Colombia

2-4 December 2013

EUA-HUMANE joint seminar as part of the DEFINE project

How to fund universities efficiently?

Hosted by the University of Aveiro, Aveiro, Portugal

22-23 November 2013

8th European Quality Assurance Forum (organised by the E4 Group: EUA, ENQA, ESU, EURASHE)

Working together to take quality forward

Hosted by the University of Gothenburg, Gothenburg, Sweden

21-23 November 2013

ATHENA Workshop Ukraine

Fostering Sustainable and Autonomous Higher Education Institutions

Hosted by Taras Shevchenko National University of Kyiv, Kiev, Ukraine

6 November 2013

ACA-EUA European Policy Seminar

Making sense of the MOOCs

Hosted by the Federation of Enterprises in Belgium (FEB),

Brussels, Belgium

10 October 2013

6th EUA-CDE Annual Meeting*From Student to Researcher – are we on the right track?*

Hosted by the University of Warsaw, Warsaw, Poland

18-19 June 2013

AECHE Conference*1st Arab-Euro University Conference on Higher Education*

Hosted by the University of Barcelona, Barcelona, Spain

30-31 May 2013

ATHENA Workshop Moldova*Fostering Sustainable and Autonomous Higher Education Institutions*

Hosted by the Academy of Economic Studies of Moldova,

Chisinau, Moldova

29 May 2013

EUA Annual Conference 2013/General Assembly*European Universities – Global Engagement*

Hosted by Ghent University, Ghent, Belgium

11-12 April 2013

Training workshops for university quality managers*Promoting quality culture in higher education institutions*

8-10 April 2013, Lisbon, Portugal, hosted by the University of Lisbon

22-24 May 2013, Zagreb, Croatia, hosted by the University of Zagreb

26-28 June 2013, Essen, Germany, hosted by the University of Duisburg-Essen

ARDE Publication Launch Event*Accountable Research Environments for Doctoral Education*

Hosted by the Permanent Representation of Ireland

to the European Union, Brussels, Belgium

26 February 2013

6th EUA-CDE Workshop*Interdisciplinary Doctoral Programmes*

Hosted by Politecnico di Torino, Turin, Italy

17-18 January 2013

Annex 2: EUA Publications in 2013



DEFINE Interim Report

Thomas Estermann, Enora Bennetot Pruvot and Anna-Lena Claeys-Kulik
www.eua.be/Libraries/Publication/DEFINE_final.sflb.ashx



Report on Joint EUA-JRC expert workshop: The Role of Universities in Smart Specialisation Strategies

www.eua.be/Libraries/Publication/EUA_Seville_Report_web.sflb.ashx



Global University Rankings and Their Impact – Report II

Andrejs Rauhvargers

www.eua.be/Libraries/Publications_homepage_list/EUA_Global_University_Rankings_and_Their_Impact_-_Report_II.sflb.ashx



EUA Membership consultation – Internationalisation in European higher education: European policies, institutional strategies and EUA support

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



How does quality assurance make a difference? A selection of papers from the 7th European Quality Assurance Forum

www.eua.be/Libraries/Publications_homepage_list/How_does_quality_assurance_make_a_differenceEQAF2012.sflb.ashx



EUA Occasional Papers – MOOCs – Massive Open Online Courses

Michael Gaebel

www.eua.be/Libraries/Publication/EUA_Occasional_papers_MOOCs.sflb.ashx



Quality Assurance in Doctoral Education – results of the ARDE project

Joanne Byrne, Thomas Jørgensen and Tia Loukkola

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



EUA Annual Report 2012

www.eua.be/Libraries/Publications_homepage_list/EUA_Annual_Report_2012.sflb.ashx

Some publications to look out for in 2014

8th European Quality Assurance Forum:
 Working together to take quality forward

RISP final project publication

Occasional paper on Massive Open Online Courses (MOOCs)

Annex 3: Ongoing projects and projects commencing in 2013

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 (2010-2014)
www.alfapuentes.org

ALISIOS: Academic Links and Strategies for the Internationalisation of the Higher Education Sector (2013-2015)
www.eua.be/alisios

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
www.university-autonomy.eu

DEFINE: Designing strategies for efficient funding of higher education in Europe (2012-2015)
www.eua.be/define

EUREQA: Empowering universities to fulfil their responsibility for quality assurance (2012-2015)
www.eureqa-tempus.eu

FRINDOC: Framework for the internationalisation of doctoral education (2012-2015)
www.eua.be/frindoc

MPPC: Mobility Policy-Practice Connect (2013-2014)
www.maunimo.eu/mppc

PQC: Promoting Quality Culture in higher education institutions (2012-2013)
www.eua.be/pqc

Public Funding Observatory
www.eua.be/publicfundingobservatory

***Rankings Review Project** (2011-2013)
www.eua.be/rankingsreview

RISP: Rankings in institutional strategies and processes (2012-2015)
www.eua.be/risp

***Trends in European Higher Education** (2013-2015)
www.eua.be/trends

European University Association

annual report 2013

The European University Association (EUA) is the representative organisation of universities and national rectors' conferences in 47 European countries. EUA plays a crucial role in the Bologna Process and in influencing EU policies on higher education, research and innovation. Thanks to its interaction with its members and a range of other European and international organisations EUA ensures that the independent voice of European universities is heard wherever decisions are being taken that will impact on their activities.

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



EUA

European University Association

European University Association asbl

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