

EUA
ANNUAL REPORT
2017

JUNE 2018

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Message from the President



2017 saw European leaders celebrate the 60th anniversary of the Treaties of Rome, reiterating their continued commitment to a united Europe. Simultaneously, the European Commission issued the “White Paper on the future of Europe”, encouraging Europeans to discuss the future of our continent. EUA took up the challenge by initiating a Europe-wide discussion at the 2017 Annual Conference focused on university autonomy. The Association also used the occasion to launch an appeal to the Hungarian authorities to revoke legislative amendments that threaten the survival of Central European University - a situation that has not been resolved. A further constant in 2017 was the Brexit negotiations. EUA was closely involved in trying to ensure that the European university sector stands united, and that the

deep connections between the UK and other European universities are maintained - all the more so as the UK is a leader in research cooperation and student mobility.

These events pushed our gaze to the future, and to the role and value of universities in shaping the Europe of tomorrow. At a time when European integration is at risk, EUA reminded European policymakers that you, our members, are examples of European excellence in cooperation. We emphasised that education, research and innovation propel societal progress and sustainable economic growth. We gave good examples through our work in the fields of energy and Open Science. We also pushed for better support and funding, pooled and shared our expertise on how to face a changing learning and teaching landscape and illustrated why universities are so very important to society.

The final months of 2017 were more positive. A renewed emphasis on education emerged in Brussels after the EU Social Summit in November. It focused on scaling up educational exchanges, creating a European Education Area and, importantly, promoting the development of “European Universities”. These initiatives have brought a new energy to our work, as education is now at the top of the political agenda for the first time in decades.

With this renewed momentum, EUA is looking forward to continuing its close collaboration with you, EUA’s members, to develop our vision on the changing higher education and research landscape and its place in the future of Europe.

A handwritten signature in blue ink, reading "Rolf Tarrach". The signature is written in a cursive style with a long horizontal stroke at the end.

Professor Rolf Tarrach

EUA President

Foreword from the Secretary General

2017 has been the busiest year yet for EUA, given the broad range of policies we have advocated for at the EU level, and our growing outreach through a variety of membership activities. As the largest university association in Europe, promoting a large number of higher education, research and innovation related topics, we are constantly seeking to address the concerns of more than 800 very diverse individual members, as well as those of 33 national rectors' conferences, with whom we meet, formally, three times each year. We also have regular exchanges with the secretaries general of the national rectors' conferences, which are crucial to the proper functioning of EUA.



This interaction is of major importance in promoting and achieving our goals in a large number of policy areas, such as Science 2.0 and Open Access, where we seek input from all countries involved. We also gather data from our national rectors' conferences on a regular basis, for example, to feed into the EUA Public Funding Observatory and the complex task of updating the Autonomy Scorecard.

Moreover, there are ever greater numbers of consultations launched at the EU level where we consult both individual and collective members, thus making our responses more accurate and relevant. This is especially important for us at present given the ongoing preparations for the next Framework Programme for Research and Innovation and the future of Erasmus+.

Of particular relevance in 2017 was the resonance we found among members in our growing work on learning and teaching that led to our first "European Learning & Teaching Forum". In preparation for this landmark event, EUA worked with members to foster dialogue and cooperation on this complex topic. By looking deeper into the changing higher education landscape, we realised that we need to better define our work in promoting university values, such as openness, inclusiveness and tolerance, an effort we will take forward in 2018.

The task of keeping the community of Europe's universities strong will be more relevant than ever in the future as Europe needs universities that are able to adapt to and shape new circumstances. EUA is pleased to have promoted such a fruitful collaboration on these topics in 2017, as always together with its members.

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

Lesley Wilson

EUA Secretary General

SECTION 1: EUA Activities in 2017

In 2017, EUA continued to offer its members a wide selection of opportunities to participate in events, projects and mutual learning experiences in the field of higher education and research. It created numerous occasions for universities to interact both with each other, as well as with key institutions and stakeholders. The Association also provided members with opportunities to influence European policies and initiatives that affect the higher education and research sector.

The 2017 Annual Report takes note of the activities brought forward over the course of the year on behalf of and with support from European universities. More comprehensive information on EUA events, publications and projects can be seen in the report annexes.

A: Universities in the European Higher Education Area

EUA is a major higher education policy stakeholder and influencer. It engages in high-level dialogues and advocates on behalf of its members for adequate frameworks for higher education at the EU and national levels. EUA's work in this area is framed by the broader policy context of the **Bologna Process**, notably through its participation in the Bologna Follow-Up Group, and the European Higher Education Area.



In 2017, EUA focused its attention heavily on the changing higher education landscape in Europe, working extensively on its newly-launched **Learning & Teaching** Initiative.

Building on EUA's project and policy work on learning and teaching, the Initiative provides regular dialogue and cooperation opportunities for EUA members on this crucial topic.

Early in the year, the Association set up four thematic peer groups, which enjoyed high demand among members. The groups met three times over the course of the year to identify core principles for successful learning and teaching while considering the changing higher education environment. They covered four topics: addressing larger and more diverse student bodies while ensuring student success; empowering students for their future professional life and civic engagement; building a link between research and teaching missions; and fostering engagement in developing learning and teaching.

The peer groups' findings fed into the 1st "European Learning & Teaching Forum", organised in collaboration with the Conférence des présidents d'université (CPU) and hosted by University Pierre and Marie Curie (UPMC) in Paris, France. Attended by more than 280 participants from 34 countries, discussions centred on institutional responses to new modes of learning, changing student bodies, the need to equip students with transversal skills,



recognition schemes for teaching, and measures to shift mindsets so that research and teaching are valued equally. A set of 10 “European Principles for the Enhancement of Learning and Teaching” was also presented. Endorsed by the EUA Council, the principles are an outcome of the “European Forum for Enhanced Collaboration in Teaching” (EFFECT) project. EUA leads EFFECT, which aims to develop a feasibility study for approaches for university teachers’ development at the European level. In 2017, it held four staff development workshops on inclusion and citizenship skills hosted by the University of Porto in Portugal, Eötvös Loránd University in Budapest, Hungary, the University of Eastern Finland in Kuopio and Université Pierre et Marie Curie in Paris, France.



The world is changing very fast and we have to prepare students more than ever to be agile and efficient in the knowledge society.

- Jean Chambaz, UPMC President and host of the Forum

Outcomes from these initiatives will feed into EUA’s future activities in learning and teaching and will inform the Association’s work surrounding the 2018 Bologna Ministerial Conference and Communiqué. They will also inform the Association’s 2018 TRENDS Report, which will focus on learning and teaching developments in European higher education institutions. In fact, EUA launched the dedicated TRENDS survey in 2017, inviting all European universities to participate. The eighth in the series, the EUA flagship initiative aims to map developments in Europe’s changing higher education landscape. Some of the data will also be referenced in the learning and teaching section of the 2018 Bologna Implementation Report.

Also in the run-up to the Bologna Ministerial Conference, EUA participated in the Third Bologna Process Researchers’ Conference in Bucharest, Romania in 2017. The event focused on the crucial role of university governance and provided a unique forum for dialogue between researchers, experts and policy makers.



Regarding evolving student populations and diversity in Europe’s changing higher education landscape, EUA stepped up its ongoing work in identifying university initiatives that support refugee students and scholars. In 2017, the Association updated its **Refugees Welcome Map** with new questions that allowed it to identify the best initiatives and publish a “Good Practice Catalogue”. This

was done through the “Higher Education Supporting Refugees in Europe” (inHERE) project, which aims to address higher education access and integration of refugees. Based on the expertise collected in the Catalogue, the project launched a series of webinars and training events for university staff interested in advancing their institution’s approach to integrating refugees. It also held two events on the “Refugee Crisis and the Role of Universities”, one hosted by the University of Barcelona in Spain and one by Sapienza University in Rome, Italy.



In this context, EUA worked to promote new activities on universities providing equal opportunities in increasingly diverse societies. The Association held a webinar on “**Universities Supporting Social Inclusion**”, which featured an overview of European trends as well as practical examples. Furthermore, EUA organised a focus group on the same topic at the University of Lille in France, inviting leaders from 20 member universities to discuss institutional strategies towards diversity and inclusiveness.

Importantly, the Association addressed these topics, among many others, in its extensive work formulating and communicating its vision for the future **Erasmus+ programme**, which is scheduled for renewal in 2020. EUA participated in the European Commission’s mid-term evaluation of the programme in 2017 by providing ten concrete and highly-informed recommendations aimed at improving Erasmus+, which were based on its 2016 member consultation on the topic. The recommendations, focused largely on how to better fund and simplify the programme, were presented in a dedicated webinar that saw the participation of representatives from the European Commission and other higher education stakeholders. Notably, among its recommendations, EUA advocated for a specific grant under Erasmus+ to support the placement of scholars and students with international protection status at European higher education and research institutions. This unique campaign gathered support and ideas from EUA members across Europe and built on the Association’s ongoing work on the role of higher education in supporting academics and students impacted by the refugee crisis. This point, among others, was reflected in a published “Complementary note to EUA’s membership consultation and recommendations for the future of the Erasmus+ programme”.

Europe’s universities also supported a campaign calling for a tenfold increase to the budget of Erasmus+. Initiated by the Lifelong Learning Platform, an EUA partner, the Erasmusx10 campaign is based on the need to widen participation among under-represented groups, promote active citizenship and make education truly international. This rationale is also reflected the findings and recommendations of EUA’s Erasmus+ member consultation.

Further regarding its higher education policy work, EUA responded to the European Commission’s **Renewed Agenda for Higher Education**, which provides a broad vision on the role of higher education in the future. The Association welcomed the document as it highlighted the changing higher education landscape identified by EUA and builds a basis for discussion and collaboration between the sector and policy actors at different levels.

In 2017, EUA also responded to the European Commission’s consultation for reviewing the EU Framework of **Key Competences for Lifelong Learning**. The Association considered the consultation as an opportunity to take stock of the practical experience achieved with the Framework so far, and to consider the changes that it may require.



Quality assurance (QA) continued to be a key issue in 2017 for the Association. In cooperation with its members and the E4 Group, which includes EUA, ENQA, ESU and EURASHE, the Association moved its work in the field forward through a variety of activities.

Central to this effort was the 12th European Quality Assurance Forum (EQAF) on “Responsible QA – committing to impact” hosted in Riga by the University

of Latvia. Among the 450 participants were staff from higher education institutions and quality assurance agencies, students, researchers and policy makers, which allowed for a broad discussion and an excellent opportunity for sharing challenges and solutions with colleagues from across Europe and beyond. EQAF is co-organised annually by the E4 Group and provides a unique platform for the higher education and quality assurance communities to monitor, shape and anticipate developments in the field.



Of further interest to stakeholders in quality assurance, EUA continued partnering in the “Enhancing Quality through Innovative Policy and Practice” (EQUIP) project. The project held a series of focus groups for a variety of higher education stakeholders to explore their different perceptions of quality assurance and to better understand how to approach current challenges - many of which are linked to expectations set out by the “Standards and Guidelines for Quality Assurance in the European Higher Education Area” (ESG 2015).

Also in quality assurance, EUA worked with the E4 Group and the European Quality Assurance Register for Higher Education to publish “Key considerations for cross-border quality assurance in the EHEA”. The document provides support and information for institutions and quality assurance agencies that engage in cross-border quality assurance.

Finally, EUA partnered in the “Database of external quality assurance results” (DEQAR) project and participated in a webinar aimed at outlining its development.

As a part of its policy monitoring, EUA keeps a close eye on **EU trade agreements** and the recognition of professional qualifications, two policy areas that can have implications for universities. In 2017, EUA published a special update on the EU’s trade agreement initiatives, this time on the Comprehensive Economic and Trade Agreement (CETA) with Canada. The briefing included the latest information on the progress of the agreement and reviewed its potential impact on higher education, with a focus on the EU side of CETA. This publication is a part of EUA’s trade update series.

Also in the area of academic recognition, EUA wrapped up the EU-funded “**Focus on Automatic Institutional Recognition**” (FAIR) project. The final output was a report on institutional recognition procedures that makes a wide range of recommendations to national authorities, ENIC-NARIC centres and higher education institutions. The report is intended to foster full adherence to the Lisbon Recognition Convention and to promote a recognition culture in which procedures are transparent, efficient and fair.

B: Research and Innovation: Universities in the European Research Area

As one of the main European stakeholder organisations in research and innovation, EUA remains committed to realising the European Research Area and to working with its members to demonstrate the contribution of universities. In 2017, the development of policies and project activities at the European level to promote universities’ pivotal role in research and innovation continued to be a key priority.

At the top of the EU research policy discussion in 2017 was how to improve the current EU **Framework Programme for Research and Innovation** (Horizon 2020) and design its successor programme (FP9), especially as discussions opened on the future of the overall EU Multiannual Financial Framework (MFF). EUA dedicated its attention widely to this very important topic, campaigning for the recognition of its vision and recommendations, which include providing long-term policies and funding instruments for research, reinforcing collaboration and minimising discrepancies across the EU and effectively aligning policies for education, research and innovation.

 ***Building a more competitive, prosperous and inclusive Europe requires a strong Framework Programme, capable of fully supporting and leveraging European research and innovation. Therefore, it is essential to get it right post-2020.***

- Martine Rahier, EUA Vice-President and Chair of the EUA Research Policy Working Group

EUA’s work was highly-informed by the findings of its 2016 member consultation for the mid-term review of Horizon 2020 and the resulting FP9 vision paper, its campaign for “EU funding for universities”, its ongoing work on Open Science and Smart Specialisation, the EUA Research Policy Working Group (RPWG) and the EUA Council.

Throughout the year, EUA voiced its position to relevant policy makers in several high-level meetings with the European Commission. Early in the year, the EUA Council invited the European Commissioner for Research, Science and Innovation, along with other key voices, to participate in a special policy dialogue on the topic. The RPWG followed suit by holding additional strategic discussions with the Commission.

By springtime, EUA was active in a series of initiatives to promote its vision, including the joint campaign “Making European research stronger,” with other stakeholder associations. EUA also worked through its own funding campaign to actively shape the debate on the mid-term review of Horizon 2020 and its post-2020 successor.

EUA’s views were featured at an important event co-organised by the European Commission and the European Economic and Social Committee (EESC). On this occasion, the Commission released the results of its stakeholder consultation and the EESC presented its views – both reflecting points put forward by EUA on behalf of its members.

By summer, EUA’s messages were echoed both in the European Commission’s interim evaluation of Horizon 2020 and in a resolution on the implementation of the programme adopted by the European Parliament. EUA also responded to the European Commission’s “Lamy” report, which also largely echoed the Association’s view that EU research and innovation funding should be doubled and matched by an increase in national investments.

In the autumn, with the debate on the design of FP9 in full swing, EUA published an even more detailed set of recommendations for the post-2020 period. EUA presented “Vision to Action: EUA proposals for FP9” at a policy event hosted by the European Parliament.

The year ended with the EU Competitiveness Council making a commitment to FP9 and echoing EUA’s recommendations. EUA publicly welcomed the conclusions in its published response but called on the Council to take a deeper look at several matters that need to be addressed to make the next Framework Programme a powerful successor to Horizon 2020. In particular, these focus on more funding, simplification, moving towards Open Science and the need for a close link among education, research and innovation policies.

To take the work forward, EUA made concrete plans to step up its advocacy work in 2018 when the debates on both the MFF and FP9 will reach their pinnacle.

Regarding the very important topic of **Open Access and Open Science**, EUA released a set of recommendations for university leaders and national rectors’ conferences for achieving full Open Access by 2020. This was followed by a publication aimed at the same stakeholders, but specifically on research data management and text and data mining.



EUA also published a statement addressed towards EU institutions and national governments on Open Science. It focuses especially on prioritising Open Access to research publications and to research data, and on creating adequate framework conditions for the re-use of research outcomes produced through publicly-funded research.

In 2017, EUA released the results of its 2015-2016 Open Access Survey during International Open Access Week and used the occasion to promote and highlight its work in this crucial area. The Association also conducted its 2016-2017 survey. The findings track European universities’ progress towards Open Access by looking at the degree to which they have implemented institutional policies and practices in the field.

Science must be open if we are to have impact on the ‘wicked’ problems that face the world today – such as climate change, energy, food and scarce resources. This means open access to the results of research so that they can be translated into action and impact as quickly as possible.

- Mary Ritter, Professor Emeritus at Imperial College London

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In a further effort in this area, EUA held a webinar on “Open Science in Universities: Implications for research and for doctoral education”. The webinar allowed for reflection on the major milestones of EUA’s Expert Group on Science 2.0/Open Science and the Association’s ongoing efforts for a smooth transition to Open Science.

In 2017, EUA continued the work involving “**Big Deals**” with scientific publishers. The EUA High-Level Group on the topic met over the course of the year to discuss negotiations with large publishers, text and data mining and open research data.

Providing innovators, educators, students and researchers with more legal certainty on the rights and duties linked to the use of materials is a seminal step forward for universities.

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

In the area of **Copyright Reform**, EUA called on legislators to modify EU reform proposals to allow Europe to become a global leader in data-driven innovation and research primarily by providing a broad exception for text and data mining. In this effort, EUA issued a response to the European Commission’s proposal for a directive on copyright. The Association, furthermore, pleaded for a mandatory exception for teaching purposes, underlining the core twin missions of European universities in research and teaching. It also joined forces with other key European research organisations to release a statement pointing out that amendments are critical if Europe wants to be at the forefront of a prosperous and growing digital society. In addition, EUA signed a joint Open Letter in collaboration with other stakeholders expressing similar concerns.

The underlying principle that publicly-funded research belongs to the public has already been acknowledged by numerous national legislators in Europe. Now it is time to follow suit on the European level.

- Jean-Pierre Finance, Chair of the EUA Science 2.0/Open Science Expert Group

EUA continued its work in **Smart Specialisation** in 2017. The Association issued a response to the European Commission's public consultation on Research and Innovation Strategies for Smart Specialisation (RIS3), which aimed to collect input for a Commission Communication on the topic. The EUA Expert Group on RIS3 and the EUA Research Policy Working Group worked in collaboration on the response.

Also in 2017, EUA organised a workshop with Universities Estonia and Universities Finland on "Universities in regional innovation ecosystems: coherent policies for Europe beyond 2020". The event was hosted by the University of Tartu as a forum to strengthen the strategic role that universities play in their regional innovation ecosystems, and to contribute to the shape of RIS3 beyond 2020. Its outcomes will feed into an EUA position paper on how to maximise the effectiveness of smart specialisation strategies for regional development, to be published in early 2018. The workshop was the third in a series of annual workshops on RIS3 jointly organised by national rectors' conferences in close cooperation with the EUA RIS3 Expert Group.



UNI-SET: Mobilising the research, innovation and educational capacities of Europe's universities

The UNI-SET project aimed to mobilise European universities to contribute to the ambitious European energy goals spelled out in the European Strategic Energy Technology Plan (SET-Plan), the European Energy Union and the Europe 2020 strategy for smart, sustainable and inclusive growth.

In the framework of the project, EUA organised three Energy Clustering Events, following the success of those carried out in 2016. The 4th UNI-SET Energy Clustering Event on "Universities in the Energy Transition: Focus on Sustainable Transport and Carbon Capture, Storage & Use" was hosted by Imperial College London in 2017. The 5th event on "Science & Skills for Renewables Integration" was hosted by KU Leuven in Belgium and the 6th, "European Universities in the Energy Transition: Towards a Clean Energy Future", was hosted in Brussels at the Flemish Parliament. EUA also continued promoting the European Atlas of Universities in Energy Research & Education.



The presentation of our ‘Action Agenda for Europe’s Universities’ will motivate universities to reinforce their activities and their collaboration with society and industry to face the energy challenge.

- Prof. Torbjørn Digernes, Chair of the European Platform for Universities in Energy Research & Education

Notably, in 2017 the UNI-SET project called for a widespread mobilisation of higher education institutions in energy through the publication of “Energy transition and the future of energy research, innovation and education: an action agenda for European universities.” The document provides a flexible framework for the development of energy-related master programmes, modules and courses at European universities. EUA also published the “UNI-SET Universities Survey Report” which summarises the findings of a large-scale mapping of university research and education activities related to the societal challenge of energy conducted through UNI-SET. A second survey report on the business and industry side of the project was under preparation for publication in 2018.

2017 marked the official end of the three-year UNI-SET project. However, EUA plans to take its outcomes forward by further developing the EUA Energy and Environment Platform (EUA-EPUE), and by focusing its attention also on the environment.

On this topic in 2017, EUA welcomed the outcomes of the COP23 meeting of UN member states in Bonn, Germany where participants agreed to further tackle climate change. Science, technology and innovation play a major role in this. EUA also joined a European Commission high-level stakeholder platform on the Sustainable Development Goals.



EUA Council for Doctoral Education

The EUA Council for Doctoral Education (EUA-CDE), an EUA membership service, aims at supporting universities in enhancing

and developing doctoral education in Europe. At the end of 2017, EUA-CDE counted 233 members in 36 countries, thus representing the largest European body dedicated to doctoral education.

In 2017, EUA-CDE held its 10th Annual Meeting under the theme “Digitalisation: A game changer for doctoral education?” The event, hosted by Tallinn University in Estonia, focused on the impact of digitalisation on doctoral education and the changing role and practice of research training in digital societies and universities. More than 200 participants from 31 countries participated in the event.





EUA-CDE also organised its 10th thematic workshop in 2017 under the theme “Ethics and Integrity in Doctoral Education and Research Training”. Hosted by the Nova University of Lisbon in Portugal, the event saw the largest workshop attendance in EUA-CDE history with 138 participants from 87 higher education institutions from 25 European countries. Following the publication of “Taking Salzburg forward” in 2016, EUA-CDE dedicated the thematic workshop

to ethics and research integrity in doctoral education, providing a platform for member universities to collaborate and exchange policies and good practices.

Also in the area of research ethics and integrity, EUA-CDE organised a Focus Group on “Implementing an ethos of research integrity in doctoral education”. Hosted by Vrije Universiteit Brussel in Brussels, the Focus Group brought together universities from different European countries that are working on implementing research ethics and integrity as an integral part of doctoral education. EUA-CDE hosted a webinar on the same topic that included presentations highlighting recent developments relevant to ethics and research integrity in doctoral education.

In 2017, EUA also welcomed the new European Code of Conduct for Research Integrity, aimed at renewing the integrity framework used in Horizon 2020. EUA provided extensive input to the Code by participating in the drafting process. The results correspond well to the ongoing activities of EUA-CDE in the area.

EUA-CDE also worked throughout 2017 to encourage members to take part in an EUA survey on doctoral education in Europe. The outcomes of the study will provide an overview on doctoral education in Europe and inform future activities of the Council for Doctoral Education, and EUA as a whole. It also published two editions of the EUA-CDE Bulletin.

C: University Governance, Autonomy and Funding

University governance, autonomy and funding are among the key topics EUA addresses extensively on behalf of its members every year. In 2017, university autonomy took the spotlight as the theme of the Association’s Annual Conference and in a context of increased political pressure on the sector. Closely related was EUA’s work on university funding, which was particularly relevant in the context of the wider discussion on the future of EU funding programmes, notably for research and innovation. Meanwhile, evolutions in governance and funding frameworks led to greater awareness around the questions of efficiency, effectiveness and value for money in higher education, a topic EUA mapped and further structured in 2017.

Regarding **university autonomy**, EUA renewed a crucial Europe-wide dialogue on the issue in 2017. Under the title “Autonomy and freedom: The future sustainability of universities”, the **EUA Annual Conference**, hosted by the University of Bergen in Norway, marked ten years of EUA work on the topic. To support the debate, EUA presented the state of play on university autonomy in Europe through the launch of its newly-updated **Autonomy Scorecard**. The



extensive study profiles and scores 29 higher education systems and is a central reference in discussions and analyses of institutional autonomy. The Scorecard enables EUA to contribute



to national policy debates and governance reforms with tailor-made comparisons and advice. In 2017, EUA also released its full comparative analysis in a report that addresses the question of university autonomy in organisational, financial, staffing and academic matters, and compares data for all indicators that constitute the Scorecard.

This debate came at a pivotal moment as there is an increasing tendency of national governments to interfere in university autonomy and academic freedom. EUA strongly supports the academic community in the midst of growing infringements, including the case of the Central European University in Hungary, as well increased governmental interference in internal university affairs in Turkey.

In the autumn, EUA joined the Erasmus+ TRUNAK project, focused on fostering the “Transition to University Autonomy in Kazakhstan”. It seeks to develop both the management and governance of Kazakh universities, as well as the capacities of national authorities to modernise their higher education systems by supporting the definition, implementation and monitoring of reform policies. In this project, EUA makes use of its long-standing expertise in autonomy, accountability and funding.

“University autonomy and academic freedom are crucial for the well-functioning of universities and higher education systems. They are essential pillars of the future sustainability of our institutions.”

- EUA President Rolf Tarrach

EUA's advocacy for good framework conditions in the area of **university funding** focused on taking forward its ambitious "EU funding for universities" campaign. The Association worked closely with its members to strengthen the voice of universities at a decisive time for EU policy



making in research and higher education. Launched in 2016, as the EU institutions embarked on a series of reviews and revisions of EU funding instruments and regulations important to universities, the campaign reinforced three core messages: sufficient funding, the sustainability of funding conditions and the simplification of funding schemes. EUA strategically engaged with relevant decision-makers from the European Commission, member state representations, the European Parliament and the Court of Auditors.

The Association strongly argued in favour of a **scaled-up investment** in research and innovation both at the EU and national level. In the spring, EUA published the position paper "Ambitious funding for excellent research in Europe post-2020", which contributed to broader discussions on the future of EU finances. The paper reiterates the strategic importance of fostering a united and prosperous knowledge-based society in Europe and puts forward several funding scenarios to support significantly more excellent research and innovation. It also succeeded in changing perceptions on the level of underfunding of the Horizon 2020 programme and its link to critically low success rates. EUA pushed this agenda at the national level towards the end of the year, releasing a series of "Reasons to step up EU investment in research and innovation".

EUA also shed a new light on the overall **efficiency of EU funding**, in particular of investment in research and innovation. In its review "EFSI and Horizon 2020: Efficiency and opportunity cost", it introduced a new vision of actual costs for participation in the programme, subsequently taken up by the European Commission.

The Association addressed the **simplification of EU funding schemes** by offering members the opportunity to express their concerns and ideas, as well as through a series of Brussels-based advocacy activities involving relevant decision-makers. EUA convened a high-level stakeholder meeting in Brussels in the autumn to allow university members to discuss the topic with the European Commission and Court of Auditors. To re-focus the ongoing policy discussions towards more impactful and effective simplification scenarios, EUA launched a dialogue to explore the possibility of a broader acceptance of nationally-recognised institutional accounting and management practices in FP9.

The holistic approach proposed by EUA on these developments marked the Association's distinctive position in the debate and was welcomed by the relevant decision-makers. EUA's arguments were successfully echoed in key milestones of the process (including the European Commission's mid-term evaluation) and the Association was invited to contribute to several expert groups and European Parliament hearings, for example on the cost effectiveness of Horizon 2020.

PUBLIC FUNDING OBSERVATORY

In advocating in 2017 for increased budgets for EU programmes benefiting universities, EUA also sought to promote an articulated view of how EU funding links to, and has an impact on,

national funding modalities. It evidenced that national strategies that aim to compensate for the public funding cuts to universities through EU-level funding not only lack sustainability in the national context, but also undermine the entire EU funding landscape. In this context, at the end of the year, EUA released the latest findings of its **Public Funding Observatory**. The study, fuelled by data from EUA members, was presented in a report, an online tool and a specific webinar addressed to members and interested stakeholders. It captures the very latest funding trends in Europe and offers the most up-to-date information on 34 different higher education systems.

In 2017, EUA also engaged members in shaping the European agenda on **efficient and effective university management** through the project “Universities for Strategic, Efficient and Autonomous Management” (USTREAM). Universities participated in a survey that helped collect and analyse institutional efficiency-related practices. This was then complemented by two peer learning seminars, one to discuss policy frameworks for efficiency and effectiveness hosted by Universities UK in London, and one focused on national and institutional approaches to delivering efficiency, hosted by the Irish Universities Association in Dublin. The project also included site visits, hosted by Universities Austria in Vienna, the Conference of Rectors of Academic Schools in Poland and the Flemish Interuniversity Council in Brussels. The aim was to collect in-depth qualitative data about selected higher education systems through a series of meetings with national and regional university leaders and policy makers.

D: European Universities in the Neighbourhood and Beyond

EUA continued to build relations and partnerships in different world regions in 2017. It worked in five continents, acting as the voice of European universities on the global higher education scene, while giving special attention to the European Neighbourhood in order to highlight and promote the potential of research and higher education in facilitating people-to-people contact and in contributing to social and economic development.

In the context of the **European Neighbourhood**, EUA co-organised the Fourth Arab-Euro Conference on Higher Education (AECHE 4). Hosted by University Mohammad V in Rabat, Morocco, the event gathered 150 participants and focused on research collaboration and capacity building among Arab and European universities. EUA worked with the Association of Arab Universities to organise the event and collaborated with the University of Barcelona.



EUA also continued its work in the “Centralised Support for Higher Education Reform Experts in European Neighbourhood countries” (SPHERE) project, which EUA, together with the University of Barcelona, implements on behalf of the European Commission’s Education, Audiovisual and Culture Executive Agency. The initiative supports a network of 250 higher education reform experts assigned by the governments of 26 countries in the Neighbourhood region and Central Asia, and therefore provides an opportunity for collaboration among members and partners from these regions, and for strengthening the European Higher Education Area. The initiative held an annual conference in Brussels, along with two seminars and two study visits over the course of the year. The latter were hosted by Narxoz University in Almaty, Kazakhstan, Università degli Studi di Milano in Italy, the University of Nicosia in Cyprus and the University of Edinburgh in Scotland. In addition, the project organised approximately 20 technical assistance missions that were conducted by experts from EUA member and partner organisations.

Also through SPHERE, EUA conducted a survey on the research capacity in the Western Balkans. Institutions from the region were invited to complete a questionnaire whose findings will feed into a study funded by the European Commission. The report will be published in the first quarter of 2018.

EUA continued partnering in the project “Modernisation of Institutional Management of Innovation and Research in Southern Neighbouring Countries” (MIMIR) in 2017. The project conference on “Innovation and Research Management” was co-organised and hosted by KU Leuven in Belgium.



Universities and the
European Neighbourhood
Key promoters of international
contacts and science diplomacy

Finally, regarding the Neighbourhood, EUA published an infographic visualising the various frameworks for cooperation in higher education and research

and showing how EUA works with its members and partners on various projects to foster capacity building and exchange between universities in the EU and its neighbouring countries. EUA also issued a statement on universities and the Neighbourhood.

In a global context, EUA was an active partner in university focused global policy processes. In **Asia**, the Association contributed to the 6th Asia-Europe Foundation (ASEF) Rectors’ Conference and Students’ Forum in Singapore. The event brought together stakeholders from 51 Asian and European countries. EUA, together with European partners and the ASEAN University Network, proposed policy recommendations reflecting the current challenges faced by universities. The recommendations were also presented by EUA at the 6th ASIA-Europe Education Ministers’ Meeting in Seoul, South Korea where a Declaration was issued on enhancing collaboration between Asia and Europe in the next decade.

Also in Asia, EUA continued contributing to the establishment of an ASEAN regional quality assurance approach and a qualifications framework under the EU-funded “European Union Support to Higher Education in ASEAN Region” (SHARE) project.

As a part of its focus in **Africa**, EUA actively partnered in the “Harmonisation of African Higher Education Quality Assurance and Accreditation Initiative” (HAQAA). EUA took part in

delivering a training course on developing a common understanding on quality assurance in Africa. The event took place in Accra, Ghana and is an important part of the framework of the Joint Africa-EU Strategy. The project also held a Stakeholder consultation workshop for the African Standards and Guidelines for Quality Assurance in Higher Education in Addis Ababa, Ethiopia.

Also in Africa, EUA partnered in the new project, “Yebo! Development of the Internationalisation of PhD Studies in South Africa”. The kick-off meeting for the Erasmus+ funded project was hosted by the University of Montpellier in France.

In the **Americas**, EUA took part in the 3rd Academic and Knowledge Summit in San Salvador, El Salvador, which took place in the framework of the structured cooperation between the European Union and the Community of Latin American and Caribbean States (CELAC). EUA represented the main European partner in this important and rapidly-developing process, with participation from the French, German, Italian, Polish and Spanish rectors’ conferences, in addition to university representatives from a number of European countries. An important element of the discussion was the lessons learned from the Alfa Puentes project, a major structural project co-funded by the European Commission and coordinated by EUA from 2011 to 2014.

EUA is currently a partner in the “Harmonisation and Innovation in Central American Higher Education Curricula: Enhancing and Implementing a Regional Qualifications Framework” (HICA) project. This is a follow-up to the Alfa Puentes project.

EUA also participated in the Annual Assembly of the Latin American Council of Management Schools (CLADEA) in San Bernardino, California. The contribution from the Association reflected on European experiences with inter-university collaboration and internationalisation as a tool to develop new models and opportunities for North and Latin American inter-institutional cooperation.

In 2017, EUA also maintained long-held relations in the United States, in particular through the Council for Higher Education Accreditation (CHEA), where EUA is represented in the board. It also began preparations for the 2018 Transatlantic Dialogue in collaboration with the American Council on Education and Universities Canada.

Also regarding the United States, the Council of Graduate Schools invited EUA to take part in its 11th Annual Strategic Leaders Global Summit on Graduate Education in Alyeska, Alaska. The CGS represents universities and colleges engaged in graduate education and research in the United States. EUA has collaborated with the CGS for a number of years in the framework of its Council for Doctoral Education.

In 2017, as a member, EUA attended the International Association of Universities conference on “Leadership for a changing public-private higher education funding landscape” in Accra, Ghana.

Finally, EUA sent a delegation to the G7 University Summit in Udine, Italy. Under the heading “University Education for All. Actions for a sustainable future”, the event provided higher education actors from the G7 countries with an opportunity to exchange views on a set of issues regarding the future of higher education at a global level.

E: EUA in a Changing Political Context

In 2017, Europe continued to see an evolving and challenging political landscape in which university missions and values, such as autonomy, came under ever-increasing pressure. The year also marked the official start of the Brexit process, just days after the 60th anniversary of the Treaties of Rome, sparking a Europe-wide reflection on the future of the continent. EUA's central activities in this area, therefore, aimed at defending academic freedom and autonomy, as well as campaigning for a united family of universities and reflecting on their place in the Europe of tomorrow.

Regarding the anniversary of the European project, the European Commission presented a White Paper on the occasion, calling for broad discussion on the **future of Europe**. EUA responded on behalf of its members by stressing how universities shape Europe through creating links between institutions and individuals. The Association also took up the Commission's call by introducing a debate on the role of universities in this context during its Annual Conference.

The issue of Brexit was woven into these discussions as a source of concern. In 2017, EUA continued monitoring developments and providing expert insight into how the UK's exit from the Union will impact higher education and research in the future. EUA advocated repeatedly throughout 2017 for the UK's continued association to the EU Framework Programmes, establishing the Association as a stakeholder in the negotiation process.



To help member universities better understand how Brexit may affect them, EUA held a webinar on "Brexit. What will it mean for universities". It also published a continuously updated "Frequently asked questions" document on the EUA website, in order to keep the members up to date. Towards the end of the year, the first phase of negotiations ended with an agreement that the UK will continue to fully participate in Erasmus+ and Horizon 2020 until they end – a point advocated for by EUA. Looking forward, the Association called for a comprehensive agreement on academic cooperation as a clear goal for the second phase of negotiations.

In this context, notably, 2017 brought a high note for the university sector as education became an EU policy priority after the European Commission issued the Communication "Strengthening European Identity through Education and Culture" proposing a **European Education Area** by 2025 and taking up the suggestion of the French President Macron to establish European University Networks. EUA responded here as well, welcoming not only the new energy in Brussels, but the forward-looking initiative itself and providing suggestions on how to approach these ambitious goals.

In looking to the future, the 10th anniversary of the European Research Council (ERC) also provided a moment for reflection in 2017. EUA participated in the celebrations and joined partner organisations to urge European institutions to see the anniversary, as well as that of the European project, as an opportunity to provide new momentum to the ERA. EUA echoed this in its response to the Commission's 2018 Work Programme.

Very present in EUA's discussions on the role of higher education and research in the Europe of tomorrow, was its continued efforts to promote **autonomy and academic freedom** in circumstances of political repression. The Association sought to support a structured, fact-based dialogue between the sector and public authorities in 2017. Of particular relevance was the case of Central European University in Budapest, an EUA member, in which the Hungarian government adopted legislation intended to shut down the university. EUA worked with its members to draw attention to the case, issuing several statements and brought forward the topic in its Annual Conference, dedicated in to university autonomy in a tense international political environment.

EUA also contributed to several meetings organised across Europe on safeguarding academic freedom. It worked with its partner Scholars at Risk (SAR) and its members to make the academic community's voice heard in specific cases.

In 2017, EUA followed up its work on the case of Turkey where hundreds of academics and higher education personnel have been accused of being linked to the July 2016 coup attempt. Deeply concerned about the developments, the Association continued monitoring developments and was in regular contact with the Turkish Higher Education Council.



After Brexit and the election of Donald Trump in the United States, EUA also gave priority to argue for **open knowledge societies**. In the first part of the year, EUA issued statements demanding that US President Donald Trump

recall an order that affected the movement of international researchers, university faculty and students from seven Muslim-majority countries. The statement gained wide support in the higher education community. EUA also joined some 40 major European organisations involved in science in signing an open letter to national and European leaders asking them to uphold the principles that underpin scientific progress and to work with the US administration to maintain a global science system based on these principles. EUA also joined forces with Digital Europe to promote the need for open societies with an event in Brussels on "The importance of openness for sustainable knowledge societies".

Closing off borders is counter to the ethos of universities and obstructs research and the crucial circulation of people. Movement is vital for knowledge and we must stand in favour of open borders and the flow of ideas.

- EUA Secretary General Lesley Wilson.

This was followed in the spring by the March for Science, in which thousands of scientists, researchers and concerned citizens gathered around the globe to raise awareness about the importance of science and evidence-based decision-making. Many EUA universities participated in the event and EUA was active in showcasing their efforts.

To further the understanding of the broad role of universities in society, EUA joined the European Commission's Multi-Stakeholder Platform on the **Sustainable Development Goals** (SDGs). In the autumn, it co-organised a seminar at the European Parliament on "Higher education cooperation for development and sustainable development goals".

EUA ended the year with a plan to take this work forward. The Association will continue its reflection on the role of universities in the future of Europe, its close monitoring of the Brexit negotiations and work to establish itself as an important contributor to discussions on university values, especially where democratic traditions and academic freedom are under threat.

F: EUA Special Services

Institutional Evaluation Programme

The Institutional Evaluation Programme (IEP) offers evaluations of higher education institutions to support them in developing their strategic leadership and capacity to manage change. The IEP methodology, which uses



EUA-Institutional Evaluation Programme

an improvement-oriented, context-sensitive approach, has been used in more than 400 higher education institutions in 49 countries in the 22 years since IEP was established. IEP is registered as an external quality assurance agency on the European Quality Assurance Register for Higher Education (EQAR). IEP evaluated nine institutions in 2016-2017, while six will be evaluated in the 2017-18 academic year (see below).

IEP evaluations 2016-2017:

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

IEP evaluations 2017-2018:

- Brno University of Technology, Czech Republic
- Tiradentes University, Brazil
- Palacky University, Olomouc, Czech Republic
- Gdansk University of Technology, Poland
- National University of Public Service, Budapest, Hungary
- Aurel Vlaicu University of Arad, Romania (Follow-up)

In 2017, IEP also conducted the evaluations of six higher education institutions in FYR Macedonia, at the request of the Ministry of Education and Science. Furthermore, IEP was commissioned by the Ministry of Education in Montenegro to conduct another round of evaluations in the country, following IEP's previous work there in 2013-2014. In the current exercise, nine higher education institutions will be evaluated in 2017-2018.

In order to develop their evaluation skills and cultivate team dynamics, the IEP pool of experts met in Zürich, Switzerland for its annual seminar. During the event, they discussed university autonomy, as well as the European external QA landscape. In 2017, IEP held an informational webinar to provide insight into how the Programme works and how institutions can benefit from taking part in an evaluation

EUA Solutions

EUA Solutions is a tailored service created to assist a wide range of higher education



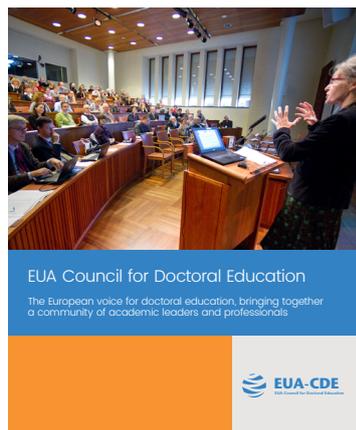
EUA Solutions

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

G: Communicating EUA's Messages

The EUA communications strategy evolved significantly over the course of 2017. Communications for an organisation like EUA can be quite complex as it addresses both members and external stakeholders from 47 countries. Besides the diversity of audiences, the transformation in communications channels over the last decade has multiplied the number of potential outreach tools. It has also changed the behaviours of an important part of EUA's audience, which has increasingly turned to social media and online information. This evolution led the secretariat to reflect on the existing EUA communications products which, at the beginning of 2017, consisted of one main website for the organisation, one bi-weekly electronic newsletter dedicated to policy and project work, several social media accounts, and around 25 digital and printed publications.

The **EUA website** remained an essential part of the Association's communications. It adopted a new address www.eua.eu instead of www.eua.be to better reflect the European nature of the Association and was complemented by three mini-websites dedicated to each specific EUA service (the Institutional Evaluation Programme, the EUA Council on Doctoral Education and the EUA Solutions consultancy service). The Association boosted this effort by creating **new brochures and posters** in order provide members with clear information about these services. In addition, a stand dedicated to sharing the brochures was present during the 2017 Annual Conference. Finally, special mailings went out to all national rectors' conferences to encourage further distribution at the national level.



EUA asked subscribers to the **bi-weekly EUA newsletter** for feedback early in the year and then worked to improve this product. Notably, the newsletter took on a new look through a change of template. Technically, it was moved to a new platform that provides accurate analytics on the read rate of each issue and article. As the survey clearly indicated that something was missing of a more analytical nature in the newsletter, EUA created a new type of mailing, the "**President's Newsletter**", aimed at rectors and other executive heads of the EUA membership. Once a month, they receive an update on the latest European policy trends in higher education and research. Meanwhile, the general EUA newsletter continues to provide information about EUA advocacy and thematic work, events, as well as news from members and partners.

The Association deployed an aggressive strategy on **social media** in 2017 to disseminate more EUA-rich content and encourage engagement with members and other stakeholders. EUA increased the number of posts and tweets through consistent editorial planning, and actively engaged with members and partners on twitter by using all functionalities provided by social media, including live streaming. This proved to be very useful during key political moments. Social media were instrumental, for example, when the Association published its reaction to the "Trump ban" and its threat on academic mobility; when it supported member Central European University in Hungary as it faced infringements on its autonomy; when EUA showcased the efforts of its members during the global Science March and in its effort to raise awareness about the volatile political situation in Turkey and its impact on universities. Social media were also essential in EUA's advocacy work in Brussels during European Parliament plenary sessions and Council meetings when the Association directly addressed key policy makers and partners.

Furthermore, on LinkedIn, EUA launched three groups to cater to **specific communities**: experts in quality assurance and learning and teaching, as well as members of the EUA Council for Doctoral Education. EUA also developed its SlideShare account where it added regular content featuring EUA's key messages. EUA used paid advertisements in 2017 to promote specific calls for projects and thematic events. In addition, the EUA Facebook page was mobilised to reach a younger audience and to offer live streaming during events such as the EUA Council for Doctoral Education workshop and the EUA Annual Conference.

In terms of content, EUA gave special attention in its communications efforts to develop interest around some **specific topics**, such as the newly-launched Learning & Teaching Initiative and the Association's first forum dedicated to the topic. The 30th anniversary of the Erasmus+ programme was also an opportunity to showcase members through short video interviews on the role of university staff in its development.

In the press, EUA continued to be widely cited, mainly in the sector press, but also in mainstream outlets. In 2017, the Association was cited hundreds of times in articles, interviews and in editorials signed by EUA experts. Promoting editorials proved to be an effective way of voicing the Association's main policy messages. This is therefore an initiative that EUA will take forward in 2018.

EUA publications also evolved in 2017. Reports, such as the Autonomy Scorecard and the Public Funding Observatory, benefitted from new designs with specific attention going to maps and graphs. More resources were dedicated to presentations and their dissemination while two infographics were produced on Brexit and the Neighbourhood policy - again adjusting to new trends and the need for short, more visually-compelling materials.

In a nutshell

2017 marked the development of the EUA YouTube channel through the creation of various contents, such as thematic interviews and webinars.

Other EUA social media channels continued attracting a steadily increasing audience.



8,000+ views



1457 likes



6728 followers



1543 followers



Newsletter

50,000+ openings



EUA website

599,313 views

Data collected for the period 1/1 - 31/12/2017

Popular tweets



EUA @euatweets · 30 Jan 2017

#European #universities call for immediate rethinking of #Trump's executive order, #highered #mobility
bit.ly/2jYDgK

[View Tweet activity](#)



EUA @euatweets · Apr 6

EUA statement on the situation in Hungary being adopted by #EUA2017Bergen conference members
#IstandwithCEU pic.twitter.com/SmKLSZhSeL

[View Tweet activity](#)



EUA @euatweets · Sep 13

Continued growth in #EU depends on investments in #research and #innovation #SOTEU #H2020 #FP9
bit.ly/FP9funding

[View Tweet activity](#)



EUA @euatweets · Dec 26

When it comes to #publicfunding of universities, it is interesting to notice the trends between Belgium's #highered systems and #2017PFO country sheet
bit.ly/2017PFOcsT pic.twitter.com/eorigG4JKk

[View Tweet activity](#)



EUA @euatweets

Recent data shows there is a lack of #Womeninleadership positions in #highered #InternationalWomensDay ♀ #IWD2017
bit.ly/2mExfw9

Male and female rectors among EUA members



10:28 AM - 8 Mar 2017

SECTION 2: EUA as an Organisation

EUA has around 839 members in 47 European countries, making it the most comprehensive and representative body of European universities. Membership comprises individual universities and collective bodies of universities. EUA also has many affiliates ranging from universities outside of Europe to research bodies and other partner organisations.

This section focuses on EUA's organisational structures, including an overview of its Board, Council and General Assembly, the EUA Secretariat, and membership development in 2017.

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 2017, EUA welcomed three new board members, Paul Boyle, Hana Machková and Michael Murphy. They replaced David Drewry, Gülay Doğu Barbarosoğlu and Stefano Paleari.

Board members as of December 2017

Prof. Rolf Tarrach (President)	University of Luxembourg
Prof. Paul Boyle (Vice-President)	University of Leicester
Prof. Martine Rahier (Vice-President)	University of Neuchâtel
Prof. Holger Burckhart	University of Siegen
Prof. Jean Chambaz	Pierre and Marie Curie University
Prof. Hana Machková	University of Economics in Prague
Prof. Michael Murphy	University College Cork
Prof. Mari Sundli Tveit	Norwegian University of Life Sciences
Prof. Wieslaw Banyś	University of Silesia

B: EUA Council

The EUA Council comprises the EUA Board and the Presidents of EUA's full collective members (33 national rectors' conferences), or their nominated representatives. In 2017, the Council met three times to discuss and define EUA's priorities and to endorse various policy positions and statements.

Council members as of December 2017

Austria	Prof. Oliver Vitouch	President, Universities Austria
Belgium	Prof. Yvon Englert	President, Rectors' Conference, French Community of Belgium
Belgium	Prof. Herman Van Goethem	President, Flemish Interuniversity Council
Croatia	Prof. Vlado Guberac	President, Croatian Rectors' Conference
Cyprus	Prof. George Demosthenous	President, Cyprus Rectors' Conference

Czech Republic	Prof. Tomáš Zima	President, Permanent Representative, Czech Rectors Conference
Denmark	Prof. Anders Overgaard Bjarklev	President, Technical University of Denmark
Estonia	Prof. Tiit Land	President, Universities Estonia
Finland	Prof. Jouko Niinimäki	President, Universities Finland – UNIFI
France	Prof. Gilles Roussel	President, Conference of University Presidents
Germany	Prof. Horst Hippler	President, German Rectors' Conference
Greece	Prof. Pericles Mitkas and Prof. Venetsana Kyriazopoulou	Rector, Aristotle University of Thessaloniki and Rector, University of Patras
Holy See	Prof. fr. Mauro Mantovani	President, Conference of Rectors of Roman Pontifical Universities
Hungary	Prof. József Bódis	President, Hungarian Rectors' Conference
Iceland	Prof. Jon Atli Benediktsson	President, National Rectors' Conference in Iceland
Ireland	Dr Andrew J. Deeks	Representative, Irish Universities Association
Italy	Prof. Gaetano Manfredi	President, Conference of Italian University Rectors
Latvia	Prof. Arvids Barševskis	President, Latvian Rectors' Council
Lithuania	Prof. Juozas Augutis	President, Lithuanian University Rectors' Conference
Luxembourg	Prof. Ludwig Neyes	President, University of Luxembourg
The Netherlands	Dr Pieter Duisenberg	President, Association of Universities in the Netherlands
Norway	Prof. Mari Sundt Tveit	President, Norwegian Association for Higher Education Institutions
Poland	Prof. Jan Szmidski	President, Conference of Rectors of Academic Schools in Poland
Portugal	Prof. António Augusto Fontainhas Fernandes	President, Portuguese National Conference of Rectors
Romania	Prof. Sorin Cimpeanu	President, Romanian Council of Rectors
Serbia	Prof. Vladimir Bumbasirevic	President, Conference of the Universities of Serbia
Slovak Republic	Prof. Rudolf Kropil	President, Slovak Rectors' Conference
Slovenia	Prof. Dragan Marušič	President, Slovenian Rectors' Conference
Spain	Prof. Roberto Fernández DÍaz	President, The Conference of the Rectors of the Spanish Universities
Sweden	Prof. Helen Dannetun	President, Association of Swedish Higher Education

Switzerland	Prof. Michael O. Hengartner	President, swissuniversities
Turkey	Prof. Yekta Saraç	President, Turkish University Rectors' Conference
United Kingdom	Dame Janet Beer	President, Universities UK

C: General Assembly

The General Assembly, composed of the representatives of all member universities and rectors' conferences, meets at least once per year. Only full members are entitled to vote. The 2017 General Assembly was held at the University of Bergen in Norway on 6 April. It approved the 2017-2019 Key Objectives, the 2017 budget and the 2016 accounts. It also received a report on the various activities undertaken by the Association in 2016.

D: EUA Secretariat

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

(December 2017)

Secretary General's Office

Lesley Wilson - Secretary General

Sue Pavis - PA to the Secretary General/Office Manager

Monika Steinel - Policy Analyst

Thomas Jørgensen - Senior Policy Coordinator

Anna-Lena Claeys-Kulik - Policy Coordinator

Mireille Kratzborn - HR Manager

Research & Innovation

Lidia Borrell Damián - Director

Lennart Stoy - Project Manager

Julian Bauer - Policy & Project Officer

Borana Taraj - Policy & Project Officer

Kamila Kozirog - Policy & Project Officer

Ana-Maria Peneoasu - Administrative Assistant

Governance, Funding & Public Policy Development

Thomas Estermann - Director

Enora Bennetot Pruvot - Deputy Director

Veronika Kupriyanova, Policy & Project Officer

Valentina Lisi - Policy & Project Assistant

Isabel Silva - Administrative Officer

Higher Education Policy

Michael Gaebel - Director

Thérèse Zhang - Deputy Director

Henriette Stöber – Policy & Project Officer

Luisa Bunescu - Policy & Project Officer

Gemma Fagan - Administrative Officer

Institutional Development

Tia Loukkola - Director

Alexander Hasgall - Head of EUA Council for Doctoral Education

Goran Dakovic - Policy & Project Officer

Anna Gover - Policy & Project Officer

Bregt Saenen - Policy & Project Officer

Caroline Marissal - Administrative Officer

Communications, Public Affairs & Membership

Christel Vacelet – Director

Jessica Carter - Press and Communications Manager

Katerina Topalidou - Social Media and Community Officer

Imane Benchaou - Junior Digital Media Officer

Sabien De Hanscutter - Events Manager

Arianna Palomba - Events & Marketing Officer

Aurélie Clenet - Events Officer

Alice Amah - Office Assistant

Administration & Finance

Julien Georis - Manager, Finance and Administration

Caroline Marquet - Accountant/Internal Control Officer

Sabrina Cravero - Project Finance Officer

Bakhodir Gosset - Membership and Statutory meetings assistant

Lior Gianni - Office Manager (Geneva)

EUA Advisers

Andrée Surssock - Senior Adviser, Higher Education Policy

Hanne Smidt - Senior Adviser, Higher Education Policy

Howard Davies - Senior Adviser, Higher Education Policy

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

John Smith - Senior Adviser, Research & Innovation

Rita Morais - Research & Innovation

Elizabeth Colucci - Higher Education Policy

E: Membership Development in 2017

In 2017, the Association welcomed 23 new members, which are listed below, while 22 members resigned or were excluded from the organisation for non-payment of membership fees.

At the end of December 2017, EUA counted 839 members:

- 713 Individual Full Members
- 33 Collective Full Members
- 65 Individual Associate Members
- 3 Collective Associate Members
- 25 with Affiliate status

New Individual Full Members

Mozarteum University Salzburg (Austria)

University Paris Diderot – Paris 7 (France)

University of Montpellier (France)

Beuth University of Applied Sciences (Germany)

Rheinische Fachhochschule Cologne GmbH (Germany)

Reutlingen University of Applied Sciences for Engineering, Business, Computer Science and Design (Germany)

Pázmány Péter Catholic University (Hungary)

MF Norwegian School of Theology (Norway)

Western Norway University of Applied Sciences (Norway)

Moscow State University of Civil Engineering (Russia)

University Camilo José Cela (Spain)

Zurich University of the Arts (Switzerland)

Zurich University of Applied Sciences (Switzerland)

University of Applied Sciences and Arts Northwestern Switzerland (Switzerland)

Goldsmiths' College (United Kingdom)

University of London (United Kingdom)

University of St. Andrews (United Kingdom)

University of York (United Kingdom)

Queen Mary University of London (United Kingdom)

De Montfort University (United Kingdom)

New Individual Associate Members

International Balkan University, Skopje (FYR Macedonia)

Manash Kozybayev North Kazakhstan State University (Kazakhstan)

New Affiliates

KIC InnoEnergy S.E. (Netherlands)

SECTION 3: Financial Statements and Accounts

EUA - European University Association

PROFIT AND LOSS

all euros

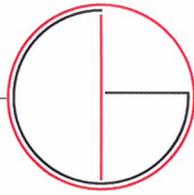
	ACTUALS			
	31/12/2017		31/12/2016	
	Geneva	Brussels	Total	Total
INCOME				
Membership Fees	3.391.777	0	3.391.777	3.359.358
EUA Council for Doctoral Education (CDE)	294.912	0	294.912	295.520
<i>sub total Membership Fees</i>	3.686.689	0	3.686.689	3.654.878
<i>Grants & Subventions</i>	0	0	0	0
EC Projects	0	744.710	744.710	694.886
IEP Projects	177.836	0	177.836	146.365
IEP Macedonia	115.630	0	115.630	42.940
IEP Montenegro	29.417	0	29.417	0
EUA Solutions	4.000	0	4.000	31.465
Other Projects	124.528	332.929	457.457	383.807
<i>sub total Projects</i>	451.411	1.077.639	1.529.049	1.299.463
<i>Financial and Other</i>	3.038	61.612	64.650	42.316
<i>Income transferred from GVA to BXL</i>	-3.252.545	3.252.545	0	
Total Income	888.593	4.391.796	5.280.388	4.996.657
EXPENSES				
EC Projects	0	910.684	910.684	741.566
IEP Projects	163.056	14.779	177.836	158.806
IEP Romania	0	0	0	-26.479
IEP Macedonia	65.986	49.644	115.630	42.940
IEP Montenegro	3.609	25.808	29.417	0
EUA Solutions	11.075	0	11.075	31.465
EUA Council of Doctoral Education (CDE)	284.364	133.372	417.737	349.304
Other Projects	15.095	704.869	719.964	632.680
EUA Projects Development	0	160.000	160.000	390.000
<i>sub total Projects</i>	543.186	1.999.157	2.542.343	2.320.282
<i>Salaries</i>				
Staff Expenses	404.297	2.398.971	2.803.268	2.674.762
Provision Sal & Soc Chg	0	271.439	271.439	229.620
Fees	74.300	417.239	491.539	464.748
<i>sub total Salaries</i>	478.597	3.087.650	3.566.247	3.369.129
Recharged Salaries to EC Projects	0	-357.357	-357.357	-323.599
Recharged Salaries to IEP Projects	-54.439	-14.779	-69.218	-69.503
Recharged Salaries to IEP Romania	-9.100	0	-9.100	0
Recharged Salaries to IEP Macedonia	-2.651	-49.644	-52.295	-20.155
Recharged Salaries to IEP Montenegro	-3.437	-25.808	-29.246	0
Recharged Salaries to EUA Solutions	0	0	0	-20.331
Recharged Salaries to CDE	-128.759	-133.372	-262.131	-247.347
Recharged Salaries to Other Projects	-14.768	-570.292	-585.060	-515.782
<i>sub total Recharged Salaries</i>	-213.154	-1.151.252	-1.364.406	-1.216.717
<i>Info & Communications</i>	0	65.596	65.596	49.909
<i>Office Costs</i>				
Rent/Building Depreciation	51.851	67.117	118.968	97.437
Utilities	0	19.237	19.237	18.865
Office Maintenance	0	81.096	81.096	59.961
<i>sub total Office Costs</i>	51.851	167.451	219.302	176.263
<i>Core Expenses</i>				
Travel & Meetings	10.098	139.096	149.194	119.947
Books and Periodicals	0	42.763	42.763	41.092
Printed Material	0	395	395	2.473
Copying	0	3.488	3.488	2.307
IT & Office Supplies	1.469	21.600	23.069	19.555
Insurances	242	13.999	14.241	14.853
Postage	1.063	1.435	2.498	4.140
Telephone, Fax	2.095	23.913	26.008	25.700
Fees , legal, audit, translation	0	15.317	15.317	30.940
Other Expenses	1.208	42.969	44.177	55.004
<i>sub total Core</i>	16.174	304.975	321.149	316.012
<i>Depreciation</i>	317	19.150	19.467	25.748
<i>Financial Expenses</i>	9.968	9.241	19.208	9.709
<i>sub total Depr & Bank & W/O</i>	10.285	28.391	38.675	35.458
<i>Recharged Expenses to EC projects</i>	0	-110.171	-110.171	-56.150
<i>Recharged Expenses to EUA projects</i>	0	0	0	-6.293
Total Expenses	886.939	4.391.796	5.278.734	4.987.893
Result surplus/(Deficit)	1.654	0	1.654 €	8.765 €

BALANCE SHEET

all euros

	ACTUALS			
	31/12/2017		31/12/2016	
	Geneva	Brussels	Total	Total
ASSETS				
FIXED ASSETS				
Building	0	2.624.615		
Office Equipment	6.260	49.460		
	6.260	2.674.075	2.680.334	2.758.078
RECEIVABLES				
European Commission	0	136.456		
Membership	198.550	0		
Debtors	91.413	129.193		
Inter Company account	88.966	0		
	378.929	265.648	644.578	1.666.274
CASH				
Bonds and Shares	0	55.079		
Term accounts	4.139.104	1.879		
Bank (Business Accounts)	422.465	670.243		
Cash at Hand	0	405		
	4.561.569	727.606	5.289.175	5.806.109
PREPAID EXPENSES	14.999	64.643	79.642	66.717
INCOME RECEIVABLE	66.106	774.511	840.617	1.185.691
TOTAL ASSETS	5.027.863	4.506.483	9.534.346	11.482.869
LIABILITIES				
OWN FUNDS				
Own funds carried forward	1.165.687	125.325		
Dedicated funds:				
Social reserve	510.000	550.000		
Projects Development reserve	630.000	1.770.000		
Result Current Year 2017	1.654	0		
	2.307.341	2.445.325	4.752.665	4.591.011
PROVISIONS				
Provision for doubtful debts	259.076	9.668		
Provision for holiday allowance	0	271.439		
	259.076	281.107	540.183	489.251
PAYABLES				
European Commission	0	718.174		
Payables	27.708	679.030		
Inter Company account	0	88.966		
	27.708	1.486.170	1.513.879	3.296.833
ACCRUED EXPENSES	21	293.881	293.901	172.727
DEFERRED INCOME				
Income Fee received in advance	2.022.750	0		
Other	410.968	0		
	2.433.718	0	2.433.718	2.933.048
TOTAL LIABILITIES	5.027.863	4.506.483	9.534.346	11.482.869
NOTE		31/12/2017		31/12/2016
Asset blocked as guarantee	0	1.800	1.800	1.800
Guaranties issued for Projects	73.773	0	73.773	1.480.101

Note : Total projects are broken down as follows : EC projects € 910 684, EUA projects for € 1 631 658
 EC projects include EUA salaries € 357 357 and Partners salaries for € 197 374; Travel: EUA € 31 590 and
 Partners travel for € 172 160; Other € 152 203.
 EUA projects expenses include salaries € 1 007 049, Travel € 357 001, Other € 267 608



OGH Expertises Comptables et Fiscales SA
114, rue du Rhône
Case Postale 3174
1211 Genève 3
tél. +41 (0)22 787 07 73
fax +41 (0)22 786 41 91
mail : info@oghsa.ch

Partenaire de ORFA Audit SA*
www.orfa.ch
*membre de la Chambre Fiduciaire

Report of the auditors
to the Members of

**EUA, European University
Association, Geneva**

As of December 31st, 2017

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, 2017.

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 2, 2018

OGH Expertises
Comptables et Fiscales SA


Ingo GIANNI
Auditor in charge
Swiss Chartered Accountant


Philippe Tardin
Swiss Chartered Accountant

Enclosures :

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

Maillard, Dethier & C°

REVISEURS D'ENTREPRISES - BEDRIJFSREVISOREN - AUDITORS

Société civile à forme commerciale de sprl - Burgerlijke vennootschap met handelsvorm van bvba

Rue de la Vignette / Kleine Wijngaardstraat 179 b 2 - 1160 Bruxelles / Brussel

T : 02 673 22 22 - F : 02 675 05 46 - @ : fernand.maillard@maillard-dethier.be - laurent.dethier@maillard-dethier.be

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

Brussels, 4th April 2018

Our ref.: LD/jvl/18.2124

Dear Sir/Madam,

Concern: Certification of the 2017 financial statements

I should like to thank you for entrusting me with the responsibility of auditing your 2017 accounts.

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

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

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

I have also been provided with financial documents relating to the early part of 2018. All my requests for additional information in connection with these various documents and all the association's activities have been answered unreservedly.

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



\\SBS\MD_DOCS\secretariat\COURRIER\182 MD\182124 EUA Rapport de certification 2017 EN.docx

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Siège social / Maatschappelijke zetel : Avenue de Nivelles 107 - 1300 Wavre (Limal) - T / F : +32 (0)10 41 19 38

RPM / RPR : Nivelles TVA / BTW : BE 0 459 528 194

Banque / Bank : 068-2198359-75 IBAN : BE05-0682-1983-5975 BIC : GKCCBEBB

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

CERTIFICATION

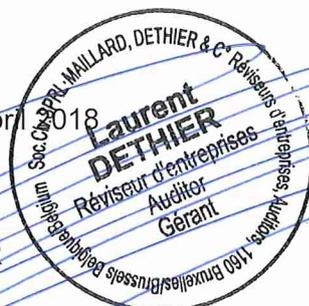
Based on my review, I did not find any evidence that the financial statements do not present a true and fair picture, in all material respects, in accordance with International Financial Reporting Standards and the Belgian accounting standards applicable to your association.

The annual accounts as at 31.12.2017 show a balance sheet total of €4.506.482,95 and a profit of €160.000,00 for 2017 before tax and appropriation.

Brussels, 4th of April 2018

Laurent DETHIER
Auditor

Manager of Soc Civ SPRL Maillard, Dethier & Co



Annex 1: EUA Events in 2017

10th EUA-CDE Workshop

“Ethics and integrity in doctoral education and research training”

Hosted by Universidade NOVA de Lisboa, Lisbon, Portugal

18-19 January 2017

EUA New Year’s Reception

Brussels, Belgium (EUA office)

26 January 2017

EUA Annual Conference 2017

“Autonomy and freedom: The future sustainability of universities”

Hosted by the University of Bergen, Norway

6-7 April 2017

10th EUA-CDE Annual Meeting

“Digitalisation: A game changer for doctoral education?”

Hosted by Tallinn University, Estonia

15-16 June 2017

IEP Annual Seminar

Zürich, Switzerland

21-22 September 2017

Brussels Event

“The importance of openness for sustainable knowledge societies”

Digital Europe, Brussels, Belgium

27 September 2017

1st European Learning & Teaching Forum

“Meeting Challenges Together”

Co-organised with CPU and hosted by University Pierre and Marie Curie, Paris, France

28-29 September 2017

EUA RIS3 Workshop

“Universities in regional innovation ecosystems: coherent policies for Europe beyond 2020”

Hosted by University of Tartu, Estonia

17 October 2017

EUA-CDE Focus group

“Implementing an Ethos of Research Integrity in Doctoral Education”

Hosted by Vrije Universiteit Brussel, Brussels, Belgium

24-25 October 2017

EUA Policy Event

“Excellence in research, innovation and education: The universities’ recommendations for an efficient and ambitious FP9”

European Parliament, Brussels, Belgium

9 November 2017

12th European Quality Assurance Forum

“Responsible QA: committing to impact”

Hosted by University of Latvia, Riga, Latvia

23-25 November 2017

EUA Focus group

“Universities’ Strategies and Practices towards Diversity and Inclusiveness”

University of Lille - Human and Social Sciences, Lille, France

24 November 2017

EUA Webinars

- “Universities Supporting Social Inclusion”
25 January 2017
- “EUA’s Recommendations for the future generation of the Erasmus+ Programme”
22 February 2017
- “Open Science in universities: implications for research and for doctoral education”
29 March 2017
- “IEP: What’s it all about?”
26 April 2017
- “Brexit. What will it mean for universities?”
7 June 2017
- “Implementing an Ethos of Research Integrity in Doctoral Education”
25 October 2017
- “Lessons learnt from the thematic peer groups on learning and teaching”
29 November 2017
- “2017 Public Funding Observatory”
13 December 2017

Project and Partner Events

Fourth Arab-Euro Conference on Higher Education (AECHE 4)

“Research for sustainable societies – the role of universities”

Hosted by University Mohammad V, Rabat, Morocco

24-26 April 2017

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

UNI-SET Energy Clustering Events

- “Universities in the Energy Transition: Focus on Sustainable Transport and Carbon Capture, Storage & Use”

Hosted by Imperial College London, United Kingdom

27-28 March 2017

- “Universities in the Energy Transition: Science & Skills for Renewables Integration”

Hosted by KU Leuven, Belgium

31 May-2 June 2017

- “European Universities in the Energy Transition: Towards a Clean Energy Future”

Hosted by the Flemish Parliament, Brussels, Belgium

23-24 October 2017

Enhancing Quality through Innovative Policy & Practice (EQUIP)

- Focus group for students

Hosted by ESU, Brussels, Belgium

16-17 February 2017

- Focus group for universities

Hosted by WU (Vienna University of Economics and Business), Vienna, Austria

2-3 March 2017

- Focus group for academics

Hosted by Education International, Brussels, Belgium

15-16 March 2017

- Focus group for universities of applied sciences

Hosted by EURASHE and University Institute of Technology, Le Harve, France

30-31 March 2017

- Focus group for quality assurance agencies

Hosted by ENQA and University of Oslo, Norway

3-4 May 2017

- Focus group for ministries
Hosted by EQAR and Ministry of Education, Youth and Sports of the Czech Republic,
Prague, Czech Republic
19-20 October 2017

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

- Third advisory board meeting and technical working group
Accra, Ghana
16-19 January 2017
- Training course “Developing a common understanding on QA in Africa”, presence phase two
Accra, Ghana
31 May-2 June 2017
- Stakeholder consultation workshop for the African Standards and Guidelines for Quality Assurance in Higher Education (ASG-QA)
Addis Ababa, Ethiopia
16-17 November 2017

Centralised Support for Higher Education Reform Experts (SPHERE)

- HERE Seminar: “Students in focus - Student as Partners in Higher Education Governance and Quality Assurance”
Hosted by Narxoz University, Almaty, Kazakhstan
5-6 April 2017
- HERE Study Visit: “Research Based Teaching - Universities, Entrepreneurship and the Knowledge Triangle”
Hosted by Università degli Studi di Milano, Milan, Italy
30-31 May 2017
- HERE Seminar: “Universities and Social Engagement”
Hosted by University of Nicosia, Cyprus
13-14 June 2017
- HERE Study Visit: “Quality Culture in Practice - Scotland and the University of Edinburgh”
Hosted by University of Edinburgh, Scotland
5-6 October 2017
- HERE Annual Conference 2017: “EU and its Neighbours - Higher Education Policy and Cooperation”
Hosted by the SPHERE consortium, Brussels, Belgium
11-12 December 2017

Higher Education Supporting Refugees in Europe (inHERE)

- inHERE Awareness Raising Event: “The Refugee Crisis and the Role of Universities”
Hosted by University of Barcelona, Spain
7 July 2017
- inHERE Awareness Raising Event: “The Refugee Crisis and the Role of Universities”
Hosted by Sapienza University, Rome, Italy
18 October 2017

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

- MIMIR Conference on Innovation and Research Management
Co-organised with and hosted by KU Leuven, Belgium
21-22 March 2017

Yebo! Development of the Internationalisation of PhD Studies in South Africa

- Yebo! Kick-off Meeting
Hosted by University of Montpellier in Montpellier, France
4-5 December 2017

Transition to University Autonomy in Kazakhstan (TRUNAK)

- TRUNAK Kick-off Meeting
Hosted by Karaganda State Medical University, Kazakhstan
13-16 November 2017

Database of external quality assurance results (DEQAR)

- Webinar on development of DEQAR
15 December 2017

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

- Expert Working Group Quality Assurance (EWG QA) Meetings & Preparatory Training for HEIs
Jakarta, Indonesia
20-24 March 2017
- Symposium on the Consequences of Regional Quality Assurance and Qualifications Frameworks on Higher Education in Thailand
Hosted by DAAD & partners, Bangkok, Thailand
31 August 2017

- SHARE National Workshop on the potential Impact of Regional Quality Assurance Standards on Higher Education in the Philippines
Manila, Philippines
6 December 2017
- Preparatory Seminar for Assessors for the SHARE Pilot Assessment Exercise of HEIs
Manila, Philippines
4 December 2017

European Forum for Enhanced Collaboration in Teaching (EFFECT)

- National workshop on inclusion and citizenship skills
Hosted by the University of Porto, Portugal
31 January 2017
- Regional workshop on inclusion and citizenship skills
Hosted by Eötvös Loránd University, Budapest, Hungary
20 March 2017
- Focus group on European principles for learning and teaching
Hosted by the Irish Universities Association (IUA), Dublin, Ireland
27-28 June 2017
- National workshop on inclusion and citizenship skills
Hosted by the University of Eastern Finland, Kuopio, Finland
22 August 2017
- Pan-European workshop on inclusion and citizenship skills
Hosted by Université Pierre et Marie Curie, Paris, France
27 September 2017

Universities for Strategic, Efficient and Autonomous Management (USTREAM)

Peer learning seminars

- Policy frameworks for efficiency and effectiveness
Hosted by Universities UK, London, United Kingdom
1-2 June 2017
- National and institutional approaches to delivering efficiency
Hosted by the Irish Universities Association at the Royal College of Physicians in Ireland, Dublin, Ireland
4-5 December 2017

Site visits

- USTREAM site visit to Austria
Hosted by Universities Austria, Vienna, Austria
8-9 June 2017
- USTREAM site visit to Poland
Hosted by the Conference of Rectors of Academic Schools in Poland (CRASP), Warsaw, Poland
13-14 July 2017
- USTREAM site visit to Belgium-Flanders
Hosted by the Flemish Interuniversity Council (VLIR), Brussels, Belgium
13 September and 3 October 2017

Annex 2: EUA Publications in 2017

Annual Report and Key Objectives

- [EUA Annual Report 2016](#)
- [EUA Key Objectives 2017-2019](#)

Autonomy

- [University Autonomy in Europe III: The Scorecard 2017](#)
- [University Autonomy in Europe III: Country Profiles](#) (2017)

Brexit

- [Brexit and Universities FAQ](#) (Dec. 2017)

Horizon 2020 and Erasmus+

- [EFSI and Horizon 2020: Efficiency and Opportunity Cost - An EUA Review](#) (Jan. 2017)
- [Erasmus+ Midterm Review: EUA's Recommendations](#) (Feb. 2017)
- [Ambitious funding for excellent research in Europe post-2020](#) (May 2017)
- [Complementary note to EUA's membership consultation and recommendations for the future of the Erasmus+ programme](#) (May 2017)
- [Excellence, synergies and alignment: Lamy Group sketches out future EU research and innovation programme](#) (July 2017)
- [From Vision to Action: EUA proposals for the Next Framework Programme for Research and Innovation](#) (Nov. 2017)
- [Towards the 9th Framework Programme: EUA Assesses EU Competitiveness Council Conclusions](#) (Dec. 2017)

General Policy Positions

- [EUA's Response to the Renewed EU Agenda for Higher Education](#) (July 2017)
- [EUA response to the European Commission's Work Programme 2018](#) (Oct. 2017)
- [EUA welcomes Commission initiative putting education at the heart of a more social Europe](#) (Nov. 2017)

Learning & Teaching

- [EUA Response to Key Competences for Lifelong Learning](#) (May 2017)
- [EUA's Learning and Teaching Initiative. Report from the thematic peer groups](#) (Nov. 2017)
- [European Principles for the Enhancement of Learning and Teaching](#) (Nov. 2017)

Neighbourhood Policy

- [Strengthening ties between Europe and its neighbours by supporting universities](#) (Nov. 2017)
- [Universities and the European Neighbourhood: Key promoters of international contacts and science diplomacy](#) (Nov. 2017)

Open Access and Open Science

- [Towards Full Open Access in 2020: aims and recommendations for university leaders and National Rectors' Conferences](#) (June 2017)
- [Open Access in European universities: results from the 2015-2016 EUA institutional survey](#) (June 2017)
- [Towards Open Access to research data: aims and recommendations for university leaders and National Rectors' Conferences on Research Data Management and Text and Data Mining](#) (Oct. 2017)
- [EUA Statement on Open Science to EU Institutions and National Governments](#) (Oct. 2017)

Quality Assurance

- [Key Considerations for Cross-Border Quality Assurance in the European Higher Education Area](#) (2017)

Reform on Copyright

- [Updated EUA response to the European Commission proposal for a Directive on copyright in the Digital Single Market](#) (Feb. 2017)

Smart Specialisation

- [Response to the EC Public Consultation on Smart Specialisation: a fresh approach to European growth and jobs through regional innovation strategies](#) (March 2017)

Universities in Energy

- [Energy transition and the future of energy research, innovation and education: an action agenda for European universities](#) (Dec. 2017)
- [Energy Research and Education at European Universities. The UNI-SET Universities Survey Report](#) (Dec. 2017)

University Funding

- [Public Funding Observatory 2017](#) (Dec. 2017)

EUA Online Tools

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

Annex 3: EUA Projects in 2017

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

Higher Education Policies

[EUA Learning & Teaching Initiative*](#)

[EUA Trends 2018*](#)

[European Forum for Enhanced Collaboration in Teaching \(EFFECT\)](#)

[Enhancing Quality through Innovative Policy & Practice \(EQUIP\)](#)

[Database of external quality assurance results \(DEQAR\)](#)

[Focus on Automatic Institutional Recognition \(FAIR\)](#)

Research & Innovation

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

Governance, Autonomy and Funding

[EUA University Autonomy Scorecard Update*](#)

[Universities for Strategic, Efficient and Autonomous Management \(USTREAM\)](#)

[Transition to University Autonomy in Kazakhstan \(TRUNAK\)](#)

Neighbourhood & Global Activities

[Refugees Welcome Map*](#)

[Higher Education Supporting Refugees in Europe \(inHERE\)](#)

[Centralised Support for Higher Education Reform Experts \(SPHERE\)](#)

[Modernisation of Institutional Management of Innovation and Research in Southern Neighbouring Countries \(MIMIR\)](#)

[Harmonisation of African Higher Education Quality Assurance and Accreditation \(HAQAA\)](#)

[European Union Support to Higher Education in ASEAN Region \(SHARE\)](#)

[Yebo! Development of the Internationalisation of PhD Studies in South Africa](#)

[Harmonisation and Innovation in Central American Higher Education Curricula \(HICA\)](#)

Annex 4: Steering Committees

CDE Steering Committee

Chair: Luke Georghiou, University of Manchester, UK

Hans-Joachim Bungartz, Technical University of Munich, Germany

Flavio Canavero, Polytechnic University of Turin, Italy

Edwin Constable, University of Basel, Switzerland

Aleksandra Kanjuc-Mrcela, University of Ljubljana, Slovenia

Timo Korkeamäki, Hanken School of Economics, Finland

Mary McNamara, Dublin Institute of Technology, Ireland

Murat Özgören, Dokuz Eylül University, Turkey

Mossadek Talby, University Aix-Marseille, France

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

IEP Steering Committee

Chair: Sokratis Katsikas, Rector, Open University of Cyprus, Cyprus

Carmen Fenoll, former Vice-Rector, Universidad de Castilla-La Mancha, Spain

Jacques Lanarès, former Vice-Rector, University of Lausanne, Switzerland

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

Terhi Nokkala, Senior Researcher, University of Jyväskylä, Finland

Georg Schulz, former Rector, University of Music and Performing Arts Graz, Austria

Marija Vasilevska, student, University Ss. Cyril and Methodius in Skopje, FYR Macedonia

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

European Learning & Teaching Forum Steering Committee

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

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

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

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

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

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

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

UNI-SET Steering Committee

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

Mihaela Albu, University Politehnica of Bucharest, Romania

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

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

Karina Firkaviciute, DG Research and Innovation, European Commission

Giovanni Vincenzo Fracastoro, Polytechnic University of Turin, Italy

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

Sigurdur Magnus Gardarsson, University of Iceland, Iceland

Tim Green, Imperial College London, United Kingdom

Armin Grunwald, Karlsruhe Institute of Technology, Germany

Douglas Halliday, Durham University, United Kingdom

Paulien Herder, Delft University of Technology, the Netherlands

Fabrice Lemoine, Université de Lorraine, France

Peter Lund, Aalto University, Finland

Peter Hauge Madsen, Technical University of Denmark, Denmark

Wim Melis, University of Greenwich, United Kingdom

Michael Narodslawsky, Graz University of Technology, Austria

Gabriel Sala, Technical University of Madrid, Spain

John Smith, European University Association

Karol Sztekler, AGH University of Science and Technology, Poland

AECHE Steering Committee

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

Nadia Moti, University Mohammad V, Morocco

Luciano Saso, Kris Dejonckheere, UNICA

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

Christian Thomsen, Oliver Pfeiffer, Technical University Berlin, Germany

Delphine Borione, Núria Jové, Union for the Mediterranean

Sylvie Daviet, Aix-Marseille University, France

Ramon Torrent, Nico Patrici, University Barcelona, Spain

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

(As of December 2017)

Annex 5: Research Policy Working Group

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

Heinz Engl, Rector, University of Vienna, Austria

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

Zdeněk Kůs, Rector, Technical University of Liberec, CRC Vice-President for creative activities, Czech Republic

Kalervo Väänänen, Rector, University of Turku, Finland

Pierre Mutzenhardt, President, University of Lorraine; President, CPU, France

Horst Hippler, President, HRK, Germany

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

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

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

Dag Rune Olsen, Rector, University of Bergen, Norway

Lech Dzienis, Rector, Białystok University of Technology, Poland

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

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

Martin Čopič, Vice Rector, University of Ljubljana, Slovenia

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

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

Sezer Sener Komsuoglu, former Rector, Kocaeli University, Turkey

Richard Davies, Vice-Chancellor, Swansea University, UK

EUA

Lidia Borrell-Damian, Director, Research and Innovation

Julian Bauer, Policy & Project Officer

Rita Morais, Project Adviser

Kamila Kozirog, Policy & Project Officer

Ana-Maria Peneoasu, Administrative Assistant

(As of December 2017)

Annex 6: Expert and High-Level Groups

EUA Science 2.0/Open Science Expert Group

Chair: Jean-Pierre Finance, former President, University La Lorraine, Nancy; former President of CPU, France

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

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

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

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

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

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

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

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

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

Torbjørn Digernes, former Rector of the Norwegian University of Science and Technology; Chairman of the Board of the Nordic Institute for Studies in Innovation, Research and Education, Norway

Marek Niezgódka, Professor in Computer Science, University of Warsaw, Poland

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

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

Pastora Martinez Samper, Vice President for Globalization and Cooperation, Universitat Oberta de Catalunya (UOC), Spain

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

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

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

Special Advisors:

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

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

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

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

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

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

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

Kostas Gouliamos, Rector of the European University Cyprus, Cyprus

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

Volli Kalm, Rector of the University of Tartu, Estonia

Jari Kuusisto, Rector of the University of Vaasa, Finland

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

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

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

Marcin Patys, Rector of the University of Warsaw, Poland

António Cunha, Rector of the University of Minho, Portugal

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

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

Jaume Carot, Vice-Rector, University of the Balearic Islands, Spain

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

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

EUA High-Level Group on Big Deals

Chair: Jean-Pierre Finance, former President, University La Lorraine, Nancy; former President of CPU; Member of the RPWG, France

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

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

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

Horst Hippler, President, German Rectors' Conference, Germany

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

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

Katrine Weisteen Bjerde, General Manager, CRISTin, Norway

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

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

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

Michael Hengartner, President of the University of Zurich, Switzerland

Liam Earney, Director, Jisc Collections, United Kingdom

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

[As of December 2017]

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**European University
Association (EUA)**

Avenue de l'Yser, 24
1040 Brussels
Belgium

Tel: +32 (0)2 230 55 44

Fax: +32 2 230 57 51

Email: info@eua.eu

www.eua.eu

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