



Annual Report

The Voice of Europe's Universities

2024

Table of contents

Europe's universities shaping the future

A changed context	3
Achieving EUA's strategic priorities	4
Priority actions	5

2024 highlights

The EU's new mandate: Foresight and advocacy	6
The trends shaping European higher education	7
The year in conferences	8

2024 in depth

Effective advocacy	9
Horizon scanning	12
European solidarity	15
Enabling enhanced performance	17

EUA services

EUA Council for Doctoral Education	22
EUA Institutional Evaluation Programme	23
EUA Solutions	23

Inside EUA

Governance	24
Membership	25
Communications	27
Expert Voices	29
Finances	31

The European University Association (EUA) is the collective voice of the universities of Europe, institutions that have shaped our world for a millennium



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European University Association asbl

Avenue de l'Yser 24 Rue du Rhône 114

1040 Brussels Case postale 3174

Belgium 1211 Geneva 3, Switzerland

+32 (0) 2 230 55 44 +41 22 552 02 94

www.eua.eu · info@eua.eu

Europe's universities shaping the future

In February 2024, EUA published the results of a review of the Association's Strategic Plan – 'Europe's Universities Shaping the Future' – which has been in place since June 2020.

What has changed since 2020? How has EUA achieved its strategic priorities? And what key actions will the Association take as we enter the second half of the decade?

Download EUA's Strategic Plan review



"We must seize every opportunity to show – with examples and objective facts – the societal contribution made by our institutions and make our fellow citizens aware of the importance of investing in education, research and innovation."

Josep M. Garrell,
EUA President

A changed context

The general context has shifted since 2020, in some respects dramatically so – making for an extremely dynamic, uncertain, and challenging landscape in which European universities and EUA operate.

- The Covid-19 pandemic's lasting impact.
- The Russian Federation's ongoing war against Ukraine.
- Geopolitical instability and discussions on foreign interference and knowledge security.
- Accelerating digitalisation and discussions about cybersecurity and artificial intelligence.
- An urgent and intensifying environmental and climate crisis.
- Transformations within the university sector, e.g. in transnational collaboration (European Universities alliances).
- The development of more balanced and holistic approaches to research and career assessment.

Despite a changing landscape from 2020 to 2024, EUA's Strategic Plan, notably the stated priority actions, shaped positive and impactful work to benefit the Association's membership – which continued to grow during this period.



Achieving EUA's strategic priorities

Some examples since 2020

Effective advocacy | Horizon scanning

- Developing a vision for the European university sector in 2030 – 'Universities without walls'.
- Exploring the future of transnational collaboration through the 'Universities and the future of Europe' (UniFE) project.
- Representing the university sector's interests at various policy levels and in diverse policy processes, both within the EU and beyond.
- Publishing of the third edition of the Autonomy Scorecard and the ninth edition of the long-running Trends series.
- Developing EUA's first-ever R&I Agenda and further setting the Association's strategic direction with the EUA Open Science Agenda 2025, EUA-CDE vision for doctoral education, EUA Innovation Agenda 2026 and 'A Green Deal roadmap for universities'.
- Establishing the Global University Associations' Forum (GUAF) with EUA's peer associations in other global regions.

European solidarity

- Supporting the Ukrainian university sector, including by strengthening Ukrainian membership of EUA.
- Advocating for UK and Swiss association to European funding programmes.

Enabling enhanced performance

- Fostering EUA members' agility and excellence in all their missions, through activities on research assessment, learning and teaching practices, Open Science and the green transition.
- Addressing internal and external quality assurance frameworks.



How EUA works

Not least, EUA has made considerable efforts to adapt its ways of working:

- Strengthened communication and information flows with collective members;
- Increased efforts to consult and engage members, particularly in countries without a collective member;
- Set up short-term, agile expert groups on time-sensitive issues;
- Reviewed and revised internal (statutory and membership) processes.
- Modified EUA's statutes and ensured efficient management through annual operational plans.



Priority actions

The review of EUA's Strategic Plan also identified several areas for focused action in the coming years, prioritising added value for the Association's members. Indeed, many of these were already central to EUA's activities in 2024.

Horizon scanning

- Focus on the consequences of the environmental and climate crisis and the sector's role in dealing with it.
- Turn EUA's R&I Agenda toward emerging opportunities and threats to society (foreign interference and knowledge security).
- Shine a spotlight on the transformational role of universities in society.
- Formulate EUA's first Learning & Teaching Agenda.

Effective advocacy

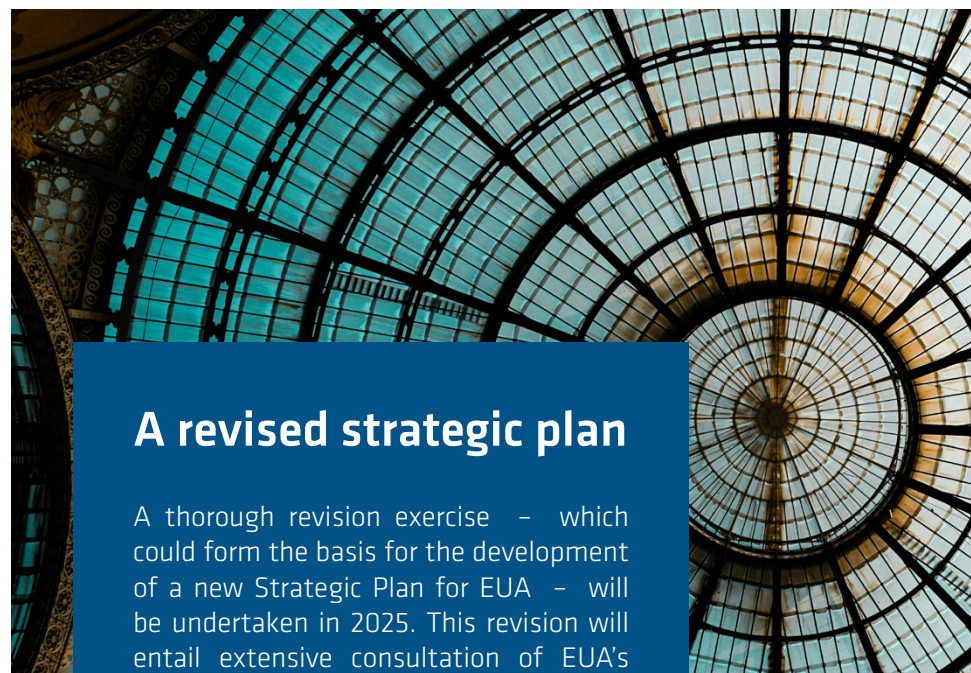
- Establish EUA as a central stakeholder vis-à-vis the new European Commission and Parliament from 2024.
- Outline EUA's vision for the tenth EU framework programme for research and innovation (FP10).
- Contribute to the future direction of the European Universities Initiative.
- Highlight the importance of global dialogue, affirm European values and provide input into the next round of the Bologna Process.

European solidarity

- Communicate a shared commitment to academic freedom and other key university values.
- Support to universities and systems in crisis situations, including in Ukraine.

Enabling enhanced performance

- Deliver a comprehensive and impactful leadership development programme tailored to the needs of EUA members.
- Facilitate dialogue and share knowledge regarding the digital transformation of universities, with a particular focus on artificial intelligence.
- Kick off a new set of activities on academic careers and assessment.
- Support European Universities alliances, so that the further development of the European Universities Initiative serves all of EUA's members.



A revised strategic plan

A thorough revision exercise – which could form the basis for the development of a new Strategic Plan for EUA – will be undertaken in 2025. This revision will entail extensive consultation of EUA's membership.

The EU's new mandate: Foresight and advocacy

2024 was a pivotal year for the future of Europe and its universities.

On 9 January, EUA's policy input 'A renewed social contract for Europe and its universities' outlined how universities and policy makers can work together to shape a strong, open and future-proof Europe during the 2024-2029 mandate of the EU institutions.

[Read 'A renewed social contract for Europe and its universities'](#)



This policy input illustrates the pivotal role universities play for the future of Europe and describes how – as independent actors – universities can best serve society and contribute to addressing global challenges, while listing the framework conditions they need to thrive.

EUA's eight key messages for EU policy makers:

1. Strengthen the European multilateral framework for cooperation
2. Enhance the effectiveness of the European multilevel governance system
3. Introduce a 'university check' prior to developing EU legislation
4. Budget for ambitious higher education, research and innovation
5. Promote universities' global role as responsible bridge-builders and knowledge brokers
6. Uphold the core values of institutional autonomy and academic freedom
7. Develop physical and virtual infrastructure
8. Establish dedicated funding for university leadership development

Through 2024, these policy messages formed the basis of EUA's work on the ground in Brussels as the European institutions prepared for the new mandate, for example in outreach to new and re-elected Members of the European Parliament and during the hearings of Commissioners-designate.

Simultaneously, EUA published 'What if? – Exploring possible futures of transnational cooperation for Europe's universities', inspired by futures thinking and strategic foresight.

Examining likely influences on the future of university cooperation for Europe's universities in the next decade, 'What if?' analyses external drivers of change and outlines four different forecasts – Growth, Constraint, Collapse and Transformation.

[Explore the four 'What if?' scenarios](#)

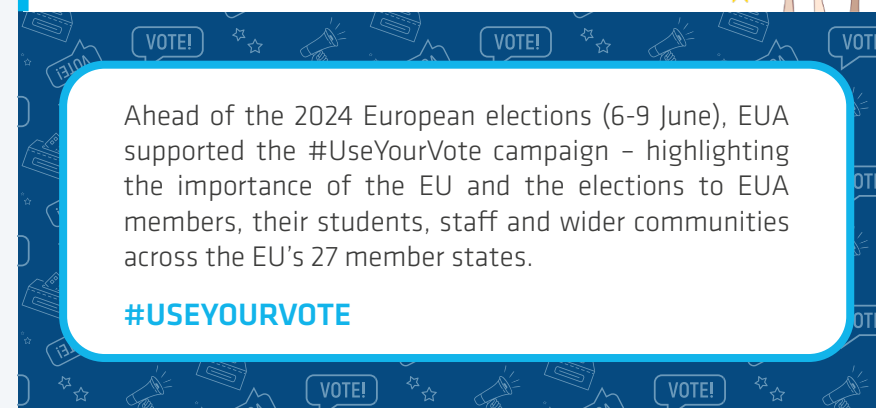


Your vote matters



Ahead of the 2024 European elections (6-9 June), EUA supported the #UseYourVote campaign – highlighting the importance of the EU and the elections to EUA members, their students, staff and wider communities across the EU's 27 member states.

#USEYOURVOTE



The trends shaping European higher education

For the European higher education sector, the past five years have seen many changes and transformations, some gradual, others more drastic and disruptive.

In July 2024, EUA published the ninth edition of its long-running Trends series. 'Trends 2024 – European higher education institutions in times of transition' provides an overview of how European universities experienced changes over the past five years and see their future direction.

Based on survey responses from 489 higher education institutions in 46 European systems, Trends 2024 analyses institutions' perspectives and strategies with regard to their multiple missions. It focuses on the education mission, changes in the student body and the education offer, learning and teaching enhancement, the rise of non-degree education, and developments in mobility and internationalisation.

Catch up on Trends 2024



Five years of change and transformation

Digital transformation amid and after Covid-19

- tested and challenged existing practices, yet provided invaluable opportunities to mainstream the use of digital tools and digitally enhanced teaching practices.

Geopolitical challenges, the war in Ukraine, and subsequent energy and economic crises

- brought to the fore questions related not only to economic and technological sovereignty, but also to integrity, solidarity and inclusiveness.

Diverse student profiles and cohorts

- have led to a reflection on what flexible learning could and should look like.

A look in the mirror, and to the future

Internationalisation and universities' societal contribution

- are high priorities in institutions' strategies.

Non-degree short education provision

- calls for a reflection on the complementarity of degree and non-degree education, and on the role of universities in lifelong learning more broadly.



"While many key commitments of the Bologna Process, such as quality assurance, degree cycles and recognition, remain on the agenda and still require attention, this is also a moment to set priorities for the future.

This means (re)thinking issues of importance to higher education in view of the changes brought about by digitalisation, new formats of learning and teaching, and, more generally, the altered landscape within the European Higher Education Area."

Amanda Crowfoot,
EUA Secretary General

The year in conferences

2024 European Learning & Teaching Forum

Learning for, in and with society
8-9 February | Bochum, DE

2024 EUA Annual Conference

Universities in Europe: integrity in a time of change
11-12 April | Swansea, UK

2024 EUA-CDE Annual Meeting

The role of data in shaping doctoral education
26 – 28 June | Barcelona, ES

2024 EUA Funding Forum

Sense & sustainability: future paths for university finances
3 – 4 October | Helsinki, FI

2024 European Quality Assurance Forum

Enhancing education, research and societal engagement through quality assurance
14 – 16 November | Enschede, NL



EUA's Funding Forum makes its return

In October 2024, EUA's Funding Forum returned for its first in-person edition in six years. At the University of Helsinki, university leaders and management teams, national and European public authorities, funding agencies, and partners gathered to shape the future of university funding, tackling key questions like:

- Is innovation in funding possible?
- How can European Universities alliances achieve long-term sustainability?
- What investment priorities are crucial to future-proof university activities?

The discussions focused on the need to invest in strategic planning, effective leadership, operational efficiency, and innovative approaches to resource management within universities.

Attendees also got an exclusive preview of EUA's latest Europe-wide study on university finances, before the Association rolls out a series of funding briefings in 2025.



Effective advocacy

Throughout 2024, EUA carried out numerous activities to advance its strategic priority of effective advocacy. These included launching its vision for FP10, contributing to the further development of the EHEA as a key Bologna Process stakeholder, outlining the next leap forward for transnational cooperation and alliances and bringing its R&I community together to discuss inclusive prosperity and competitiveness.



A renewed social contract for Europe and its universities

How universities and policy makers can work together to shape a strong, open and future-proof Europe

9 January | Policy input | Universities of the future



Enhancing research security in Europe

EUA input to the European Commission's call for evidence on 'Boosting research security in the EU'

15 January | Policy input | Universities & values, Global context



Key research actors call for strategic move towards greater R&I investment for Europe's future prosperity

19 January | EU R&I programmes



Universities and civil society express concerns about the European Commission's Defence of Democracy Package

25 January | Universities & values



Impact assessment: research and higher education organisations call for due consideration of sector's needs in development of European legislation

31 January | European Research Area



Full implementation of existing tools central to success of European Commission's new higher education package

27 March | European Education Area

**Impact on
public policy**

*Addressing
Europe's higher
education and
research needs*

Defining the
future of
universities

**Emerging
opportunities
and threats to
our society**

**Transformational
role of universities
in society**

***Armed with
persuasive
evidence***



Paving the way for impactful European R&I

EUA's vision for FP10

8 April | Position | EU R&I programmes

With adequate funding and structure, the European Union's tenth Research and Innovation Framework Programme (FP10) can be more than a funding mechanism – it can be a catalyst for excellent, cooperative, inclusive and impactful research and innovation across Europe.

In April, EUA published its strategic vision for an FP10 that positions Europe as a leader in new knowledge and discoveries and empowers the continent to effectively tackle global challenges.

With a particular focus on the programme's budget, structure, core principles and horizontal topics, this position paper presents EUA's key recommendations to European policy makers to ensure that the successor to Horizon Europe places R&I at the forefront of societal and scientific progress.





EUA addresses debate on dual-use technologies, seeks clarifications on policy options

7 May | EU R&I programmes, Global context



Values, inclusion, mobility - Bologna Process enters new working cycle at Tirana Ministerial Conference

26 June | Bologna Process & EHEA



European Universities Initiative: EUA congratulates members in 14 new alliances and looks forward to Community of Practice

2 July | European Universities alliances



EUA looks forward to Ministerial Conference in Tirana and next EHEA work programme

22 May | Bologna Process & EHEA

On 29-30 May, the 2024 European Higher Education Ministerial Conference and related Global Policy Forum took place in Tirana, Albania. As an active member of the Bologna Process, EUA represented the voice of Europe's universities in Tirana.

In a pre-conference statement, EUA reaffirmed its commitment to working to ensure that the commonly agreed goals of the Bologna Process are achieved for the benefit of European universities, their students and staff, and wider society. In this statement, the Association also expressed that the goal cannot be to merely reach the finishing line for a certain number of reforms, but to maintain and enhance a European platform for policy reform, information exchange and collaboration.



Paving the way for an impactful FP10

28 May | Webinar | EU R&I programmes



The next leap forward for transnational cooperation

Supporting sustainability and impact within and beyond European Universities alliances

20 June | Position | European Universities alliances

Transnational cooperation is a unique feature of the European university landscape, contributing to Europe's international attractiveness and competitiveness and enhancing its resilience and future sustainability.

In recent years, alliances created under the European Universities Initiative (EUI) have become an important part of the wider spectrum of cooperation, notably creating new opportunities for institutions, staff and students. However, alongside the positive impacts of the EUI, challenges remain for universities, notably in terms of regulatory barriers, funding and the high number of different policy objectives linked to the initiative.

In June, EUA presented nine key ways to unleash the full potential of transnational cooperation between Europe's universities, underlining the need for system-level reforms that benefit the higher education sector as a whole.



- 
EU advisory committee's recommendations for FP10 show that member states are aligned with priorities of universities
 10 July | EU R&I programmes
- 
Why Europe needs one Commissioner for research, innovation and education
 2 September | European Research Area, European Education Area
- 
Unleashing the full potential of the European innovation ecosystem
 Joint event with the Hungarian Presidency of the Council of the EU
 10 September | Brussels, BE | Innovation, EU R&I programmes
- 
Education and R&I portfolios to be split between two Commissioners, European Parliament hearings must provide clarity on future coordination
 19 September | | European Research Area, European Education Area
- 
European higher education and research stakeholders call for support to Marie Skłodowska-Curie Actions (MSCA)
 3 October | EU R&I programmes
- 
Expert Group highlights added value of European R&I, EUA supports call to strengthen FP10 and protect its budget
 22 October | EU R&I programmes
- 
Paving the way for impactful European R&I: Insights on EUA's vision for FP10 - Lucyna Woźniak
 4 November | Video | EU R&I programmes
- 
Paving the way for impactful European R&I: Insights on EUA's vision for FP10 - Thomas Coudreau
 4 November | Video | EU R&I programmes
- 
R&I for a prosperous and competitive Europe
 21 November | Brussels, BE | EU R&I programmes, European Research Area



Discussions on competitiveness and inclusive prosperity round out inaugural EUA R&I Forum

25 November | EU R&I programmes, European Research Area

On 21 November, EUA's first Research & Innovation Forum took place in Brussels.

Almost a year after the launch of the EUA Research & Innovation Agenda 2027, this event provided an invaluable opportunity to look back at what EUA has achieved in the area of R&I and look ahead to new areas of activity together with its members.

The Forum wrapped up with a public roundtable on how to ensure that R&I promotes inclusive prosperity by strengthening the societal impact of universities and their transnational collaboration.



Horizon scanning

In 2024, EUA conducted broad horizon scanning, including numerous strategic foresight activities, on behalf of its members. This included a conference on the role of data in doctoral education, the launch of a new resource to map the digital transformation of universities and work on interoperability in European higher education.



EU member states weigh in on academic careers, holistic approach remains essential

29 November | Academic careers



MEPs call for stand-alone FP10 that is user-oriented, science-led, effective, and efficiently implemented

5 December | EU R&I programmes



What if?

Exploring possible futures of transnational cooperation for Europe's universities

9 January | Report | Universities of the future



Toward Tirana 2024, the Bologna Process and developments in the EHEA

January – June | Bologna Process & EHEA

Unpacking recognition: from the basics to automatic recognition

16 January | Academic recognition

Student-Centred Learning: The Bologna Process perspective

13 February | Webinar | Learning & Teaching

What is next for the European QA framework?

5 March | Quality Assurance

Protecting fundamental values in the European Higher Education Area

26 March | Universities & values

The Social Dimension in higher education: its context and its future

14 May

What do the indicators say about the Bologna Process?

11 June

*Alert,
responsive,
resilient,
flexible and
agile*

Early detection of
impending change
and astute planning

Identifying
trends and
developments
across the
sector

Consulting
regularly
with peer
associations
and relevant
bodies in other
global regions

Monitoring
the impact of
digitalisation,
artificial intelligence
and Big Data

*Engaging
continuously
with our
external
stakeholders*



The future of European Universities alliances and transnational cooperation

23 February, 7 March | Workshop | European Universities alliances



Bologna Hub Peer Support II: Main take-aways from the preparatory survey of selected HEI

5 March | Report | Bologna Process & EHEA



The future of the R&I dimension of European Universities alliances

25 March | Workshop | European Universities alliances, European Research Area



EUA launches new activities on artificial intelligence

24 April | Artificial intelligence

Universities are moving towards a more institutional and strategic approach to artificial intelligence, with AI ethics firmly at the top of the agenda.

In 2024 EUA established a task-and-finish group on AI to provide guidance on the development of activities and resources regarding artificial intelligence. These activities are focused on facilitating sharing and exchange between EUA members in areas such as ethics, institutional policies and strategies for the future of AI in universities.





Artificial intelligence: From experimentation to institutional strategies

17 May | Webinar | Artificial intelligence



Navigating micro-credentials: institutional, national, and European perspectives

5 June | Webinar | Digital transition



Artificial intelligence and ethics: the place of new technologies within university missions

18 June | Webinar | Artificial intelligence



2024 EUA-CDE Annual Meeting

The role of data in shaping doctoral education

26 – 28 June | Barcelona, ES | Doctoral education, Digital transition

The 2024 EUA-CDE Annual Meeting focused on the topic of data from various perspectives, looking into the available data on doctoral education and how this data impacts management and strategy in this field. Furthermore, participants reflected on how to develop data management skills at the doctoral level and how to facilitate access to data infrastructures for doctoral candidates.

Sessions covered topics such as the role of data in the strategic development of doctoral education, duration and completion rates of doctoral programmes, the role of artificial intelligence in doctoral education, and FAIR (findable, accessible, interoperable, and reusable) data training.



Trends 2024

European higher education institutions in times of transition

25 July | Report | Bologna Process & EHEA



EUA launches map of European universities' efforts to tackle digital transformation

4 September | Digital transition

In September, EUA launched a new living resource for universities navigating change in the digital space.

The Digital Transformation Map presents practice examples, as well as orientation and guidance, on pressing issues for university communities, including digital sovereignty, artificial intelligence, cybersecurity, and many others.





Trends 2024: European higher education institutions in times of transition

1 October | Webinar | Bologna Process & EHEA



2024 EUA Funding Forum

Sense & sustainability: future paths for university finances

3 – 4 October | Helsinki, FI | Funding



Recognition of professional qualifications

9 October | Briefing | Academic recognition



Artificial intelligence and universities: what futures?

5 November, 13 December | Workshop | Artificial intelligence, Universities of the future



Developing common learning opportunities through interoperability

The status and outlook for European higher education

18 November | Briefing | Digital transition, European Universities alliances

Interoperability, if effectively implemented across European higher education, can deepen inter-institutional cooperation and transform traditional learning pathways.

In a briefing published in November, EUA presented the experiences of practitioners within member universities, looked at some of the more commonly-experienced obstacles – uneven use of data standards, questions around ownership and governance – and considered whether and how the prevailing ‘make it work’ mindset among alliance partners connects to the wider political ambition to make interoperability a reality in Europe.

Moreover, the briefing outlines different scenarios for the development of interoperable systems in Europe, from small-scale mobility to European-wide access to learning for all.



European solidarity

The core value of European solidarity underpinned EUA's work in 2024. Again, solidarity with university communities in Ukraine informed various activities, while EUA also worked within the EU to encourage engagement with the European Parliament elections in June – and beyond Europe with our global partners, through the Global University Associations Forum.



Inspireurope+: Collaboration with industry and society to support researchers at risk

21 February | Webinar | At-risk academics & students



European universities remain committed to supporting Ukrainian higher education and research after two years of war

23 February | Ukraine

In 2024, Ukrainian higher education institutions and their communities continued to be profoundly affected by the Russian Federation's invasion of Ukraine.

As the war persists and attention shifts to strategic long-term approaches to support higher education and research communities in Ukraine, EUA highlighted the importance of the European dimension of support initiatives, as well as the prevalence of inter-institutional partnerships, coaching and training schemes, and scholarships, fellowships and grants.

Again this year, EUA and partners implemented the European Commission-funded MSCA4Ukraine programme, which offers dedicated fellowships in support of Ukrainian researchers.



EUA and swissuniversities call for rapid association of Switzerland to Horizon Europe and Erasmus+

12 April | Global context

**Global
solidarity**

Bolstering
European solidarity,
including beyond
the borders of the
EU

Distributed
excellence

Solidarity is a
fundamental
value of EUA

*Supporting
those with
developmental
needs*

Sharing
experiences,
expertise and
solutions



- 
Global University Associations Forum issues joint statement on Global Recognition Convention
 23 April | Academic recognition, Global context
- 
European Parliament elections: 6-9 June 2024
 Your vote matters to shape the future of Europe and its universities
 30 April | Briefing | Universities & values
- 
Shaping Europe's future: the 2024 European elections and their importance for universities
 15 May | Webinar | Universities of the future
- 
European Parliament elections 6-9 June 2024: Use your vote!
 22 May | Video | Universities & values
- 
MSCA4Ukraine re-launch webinar and info day
 14 June | Webinar | Ukraine, At-risk academics & students
- 
EUA encourages Türkiye to reform the appointment of university rectors following Constitutional Court decision
 18 June | Autonomy & governance
- 
MSCA4Ukraine : Supporting displaced Ukrainian researchers: the role of host institutions
 8 October | Webinar | Ukraine, At-risk academics & students
- 
Global University Associations Forum holds third annual meeting
 15 October | Global context
- 
Inspireurope+: Mobilising international university networks to improve institutional support for researchers at risk
 15 November | Webinar | At-risk academics & students
- 
Making the most of your EUA membership
 5 December | Webinar





Centralised Support to Higher Education Reform Experts

In 2024, the [SPHERE project](#), implemented by EUA and partners, focused on fostering higher education engagement with society and the economy – including through a study visit to Ghent University, an online seminar on the European Universities Initiative and the SPHERE Annual Conference, as well as a report on greening.

Enabling enhanced performance

2024 brought several milestones in EUA's work to achieve its strategic priority of enabling enhanced performance among its members. For example, EUA's Institutional Evaluation Programme celebrated its thirtieth anniversary, while the Association prepared to launch a pilot Leadership Development Programme and released a podcast series on how universities can use futures thinking and foresight for strategy development.

 **HigherEd in Practice – Episode #4**
Teaming up for higher education's societal impact
24 January | Podcast | Learning & Teaching

 **2024 EUA-CDE Thematic Workshop**
Leadership in and for doctoral education
1-2 February | Prague, CZ | Doctoral education, Leadership

 **2024 European Learning & Teaching Forum**
Learning for, in and with society
8-9 February | Bochum, DE | Learning & Teaching

The 2024 L&T Forum explored the various links between the societal responsibility of higher education and universities' learning and teaching activities, addressing learning:

- *For society* - regarding universities' impact as learning institutions in service to society, for example through community-based learning and open education.
- *In society* - regarding how universities can serve society based on a comprehensive, agile and forward-looking understanding of learning and skills needs, for example in the form of authentic learning.
- *With society* - regarding universities' need to exchange and engage with all stakeholders and their broader community, for example through co-curricular and other co-creative approaches to learning and teaching.

Academic
careers

University values,
institutional
autonomy and
academic freedom


Open Science,
academic
integrity, quality
assurance

Ethical, critical
and creative
thinkers


*Societal
relevance and
impact*

*Championing
all academic
disciplines,
interdisciplinarity*

Capacity in
governance,
academic and
operational
leadership and
management

 **New project starts work on staff development for learning and teaching**
19 February | Academic careers, Learning & Teaching

 **Four experts join EUA's Learning & Teaching Steering Committee**
1 March | Learning & Teaching

 **Reforming Academic Career Assessment – CoARA Working Group**
4 March | Webinar | Academic careers





A new ERA for universities

March – November | Webinar series | European Research Area

Promoting gender equality and fostering inclusiveness in the European Research Area: Action 5

6 March | Equity, diversity, inclusion & belonging

Better knowledge valorisation in the European Research Area: Action 7
2 July

Strengthening research management in the European Research Area: Action 17

26 September

Enabling the transition towards Open Science in the European Research Area: Action 1

27 November | Open Science



Postdoctoral researchers at European universities: profiles, roles and institutional support structures

11 March | EUA-CDE Thematic Peer Group report | Doctoral education



Flexible learning and teaching

8 March | Report | Learning & Teaching



Challenges and enablers in designing transnational joint education provision

15 March | Report | Learning & Teaching



Development and strategic benefits of learning and teaching centres

22 March | Report | Learning & Teaching

In 2024, EUA published the outcomes of three L&T Thematic Peer Groups, comprised of EUA member universities, that took place in 2023. With outcomes set to be published in 2025, newly established groups worked throughout 2024 on:

- Learning and teaching to empower students
- Exploring strategies for institutions to leverage the Scholarship of Teaching and Learning (SoTL)
- Learning and teaching in situations of crisis: needs and support provision





2024 EUA Annual Conference

Universities in Europe: integrity in a time of change

11-12 April | Swansea, UK | Universities & values

What does integrity mean to a university?

The 2024 EUA Annual Conference showcased universities' capacity to deal with change and to shape societal transformation while staying true to their core character, values and missions.

During sessions on topics including teaching integrity, integrity in international collaboration, research ethics and integrity and integrity in university leadership, attendees reflected on how universities, including their leadership and communities, can effectively balance integrity and change to the benefit of their institutions and society at large.



DIAMAS: The road towards Diamond Open Access

12 April | Swansea, UK | Open Science



University Autonomy in Europe IV: Country Profiles (III)

Wallonia-Brussels (Belgium), Croatia, Cyprus, England (UK), France, Lithuania, Portugal, Scotland (UK), Slovakia, Slovenia, Spain, Türkiye

25 April | Report | Autonomy & governance



EUA's Institutional Evaluation Programme (IEP): what is it, how does it work, and why should you choose it?

6 May | Webinar | Quality Assurance



EUA's Institutional Evaluation Programme renews EQAR registration

13 May | Quality Assurance



The future of scholarly communication

May – December | Webinar series | Open Science

Building a just scholarly publishing ecosystem

22 May

Developing institutional policies for Open Access books

24 September

Towards a strategic vision for open repositories in Europe

3 December



Reforming Academic Career Assessment: current insights and future directions

25 June | Workshop | Academic careers



EUA welcomes the Barcelona Declaration on Open Research Information

5 July | Open Science



EUA appoints Simon Marti to lead its Council for Doctoral Education

8 July | Doctoral education





EUA Leadership Development Programme: discover the first details before applications open in September

16 July | Leadership



EUA Leadership Development Programme: Insights and benefits

2 September | Video | Leadership



EUA Leadership Development Programme: ask questions and prepare your application

18 September | Webinar | Leadership

In 2024, EUA opened applications for a new pilot Leadership Development Programme to foster exceptional leadership skills with a distinct European perspective among the Association's members.

With the first cohort of university leaders set to join the pilot in April 2025, EUA spent 2024 preparing a holistic programme that leverages EUA's extensive experience and network in fostering collaboration across diverse European higher education systems, so that participants:

- Sharpen their leadership skills through a comprehensive curriculum covering critical topics like governance, foresight and strategic decision making.
- Forge meaningful connections with European peers, fostering a vibrant community of leaders dedicated to delivering transformation in higher education.
- Drive impactful change and navigate complex challenges within their institution by gaining fresh perspectives and practical tools.



Universities and knowledge security: managing risks in research and innovation

22 October | Webinar | European Research Area, Global context



Institutional Evaluation Programme

Celebrating 30 years of excellence

24 October | Report | Quality Assurance

In 2024, EUA's Institutional Evaluation Programme celebrated its thirtieth birthday.

Since its launch in 1994, EUA-IEP has supported 340 institutions in 50 countries, helping them to enhance strategic leadership and manage change through voluntary evaluations. Its tailored approach, respecting each institution's unique context, has strengthened the performance of EUA members and the higher education sector.

This anniversary publication celebrates EUA-IEP's past achievements and bright future.



European University Association CoARA Action Plan (2023-2027)

29 October | Briefing | Academic careers





Universities Futures Lab

November – December | Podcast | Universities of the Future

In November, EUA launched a new podcast series about futures thinking and foresight and how to use them for university strategy development.

The 'Universities Futures Lab' highlights that the future is always uncertain, but that this is all the more reason to work with it, ask 'what if?' and use creative evidence-based methods to prepare for tomorrow in the here and now.

Over five episodes, EUA members are encouraged to dive into futures thinking, foresight and strategy development and get inspiration from experienced foresight practitioners from universities across Europe.



DIAMAS project launches consultation on Diamond Open Access

6 November | Open Science



EUA's Institutional Evaluation Programme (EUA-IEP) now accepts registrations year-round

8 November | Quality Assurance



2024 European Quality Assurance Forum

Enhancing education, research and societal engagement through quality assurance

14 – 16 November | Enschede, NL | Quality Assurance

Connecting quality assurance efforts across teaching, research, and the third mission is crucial for universities to achieve their strategic objectives.

The 2024 European Quality Assurance Forum explored new policies, innovative methodologies and tools that can ensure a holistic approach to quality and quality assurance and invited the audience to reflect on how quality assurance can meet needs and challenges arising at the interconnection of universities' three key missions.



Marcin Pałys elected to CoARA Steering Board

9 December | Academic careers



New European Universities Initiative project brings together community of alliances and university stakeholders

12 December | European Universities alliances



CoARA/STAFF-DEV: Academic assessment, recognition through careers and staff development in teaching

12 December | Webinar | Academic careers



The European voice for doctoral education

EUA-CDE is the largest European network in doctoral education, covering more than 280 universities and institutions in 39 countries. Its work is guided by the [EUA-CDE Steering Committee](#).

In February, EUA-CDE held its annual Thematic Workshop in Prague - [Leadership in and for doctoral education](#).

In March, EUA-CDE published the results of a Thematic Peer Group - [Postdoctoral researchers at European universities: profiles, roles and institutional support structures](#).

In May, EUA-CDE's Steering Committee welcomed [two new members](#).

In June, the 2024 EUA-CDE Annual Meeting took place in Barcelona - [The role of data in shaping doctoral education](#).

In July, EUA welcomed a [new Head of EUA-CDE](#) and launched a call for participants for its [2025 Thematic Peer Group on 'Doctoral schools: building bridges beyond academia'](#).

Postdoctoral researchers are important contributors to European higher education, playing significant roles in research, but also in teaching and societal engagement.

Despite their valuable contribution, the situation of postdoctoral researchers remains challenging in Europe as issues such as temporary or short-term contracts, high workloads and financial insecurity impact their work and mental health. In this context, many European universities are stepping up the support they provide at institutional level to shape highly skilled and well-rounded postdoctoral researchers.

This report outlines the conclusions of the EUA-CDE Thematic Peer Group on 'Profiles and institutional support for postdoctoral researchers'. With findings gathered from 28 universities in 16 European countries, it identifies the existing institutional support for the postdoctoral community and suggests possible ways forward for European universities on how to improve the postdoctoral experience.



EUA-IEP is an independent quality assurance programme, led by European experts, that offers tailored evaluations to help institutions navigate challenges, foster growth and adapt to emerging trends.

For three decades, EUA-IEP has prided itself on its context-sensitive approach, offering comprehensive, improvement-oriented institutional evaluations. It is led by a dedicated [Steering Committee](#), and its pool of approximately 50 experts is composed of current or former university leaders, as well as experienced higher education professionals and students from right across the European Higher Education Area.

EUA-IEP is registered as a quality assurance agency on the European Quality Assurance Register for Higher Education (EQAR) and is a member of the European Association for Quality Assurance in Higher Education (ENQA).

2024 at EUA-IEP

- Adopted the [EUA-IEP 2025-2030 Strategic Plan](#), focused on increasing stakeholder engagement, fostering innovation, expanding EUA-IEP's European reach and continuously improving its methodology.
- Finalised two evaluations – at VSB-Technical University of Ostrava, CZ, and NOVA University Lisbon, PT.
- Started three new evaluations – at Charles University, CZ, the University of the Republic of San Marino, and UCT University of Chemistry and Technology, CZ.
- Celebrated 30 years of activity with a [special anniversary publication](#) and reception in Brussels.

EUA Solutions

Tailor-made services in higher education

EUA Solutions is a tailored service based on a flexible, on-demand approach to specific requests from universities, decision makers and national authorities seeking support for system and institutional-level analysis, change processes and policy development.



Governance

EUA is governed by a General Assembly, Council, Board and Presidency.

General Assembly

The EUA General Assembly is comprised of all full and associate members, although only full members are entitled to vote. The General Assembly is the highest governing body of the Association, and it elects the President and Board. On 11 April 2024, the 27th EUA General Assembly took place in Swansea, United Kingdom, prior to the Association's Annual Conference.

Council

The EUA Council is comprised of the Association's President, the members of the Board and the chairperson or nominated representative of each collective member. The Council meets to discuss and define EUA's priorities and to endorse various policy positions and statements. In 2024, it convened on three occasions.

Board

The EUA Board is comprised of the President and eight members, including the two Vice-Presidents, all of whom are current or former rectors of EUA full member universities. The Board is responsible for the preparation and implementation of the Association's policy and the planning of its activities. In 2024, it met on four occasions.

Secretariat

The EUA Secretariat is based in Brussels and Geneva. Led by the Secretary General, Amanda Crowfoot, the Secretariat ensures the daily management and implementation of all EUA activities.

As part of its work, the Secretariat also coordinates a variety of EUA expert groups and steering committees, which draw on the expertise of EUA members to guide the Association's initiatives in specific areas. In 2024, this included new task-and-finish groups dedicated to academic careers and artificial intelligence, as well as an advisory board established to guide the development of EUA's pilot Leadership Development Programme.

In 2024, the EUA Board was comprised of:



Josep M. Garrell
Ramon Llull University,
ES – *President*



Paul Boyle
Swansea University,
UK – *Vice-President*



Ivanka Popović
University of Belgrade,
RS – *Vice-President*



Vincent Blondel
University of Louvain,
BE (*until August 2024*)



Anne Lequy
Magdeburg-Stendal
University of Applied
Sciences, DE



Marcin Pałys
University of Warsaw,
PL



Maurizio Tira
University of Brescia,
IT



Wim van de Donk
Tilburg University, NL



**Astrid Söderbergh
Widding**
Stockholm University, SE

Membership

EUA supports Europe’s universities by bringing people together, creating partnerships and a wealth of knowledge that contributes to the strategic development of institutions.

EUA members

- * influence policy decisions
- * network and share expertise
- * contribute to Europe-wide studies
- * participate in peer learning and events

Is your university a member?

Check EUA's membership directory



* as of 31 December 2024

Joining EUA – what you need to know

EUA offers three different membership categories.

- * Individual Full Members
- * Collective Full Members
- * Individual Associate Members

- * EUA supports prospective members during the application process, providing relevant material and guidance as needed.
- * All applications are reviewed by the EUA Secretariat, assessed by the EUA Standing Membership Committee and endorsed by the EUA Council. Financially sustainable higher education institutions that award degrees at the first and second cycle level, but do not meet the research criteria as set for Individual Full Members, or organisations whose primary focus is research, but which also carry out some teaching.
- * EUA has a differentiated membership fee structure that takes into account the economic strength of the country and the number of students enrolled at the institution.
- * Organisations that are interested in European cooperation in higher education and support the mission and aims of EUA, but are not eligible for membership of the Association, may apply to become an EUA Affiliate.

Learn more about EUA membership and how to apply



In 2024, EUA welcomed 36 new members, as well as three new affiliates.

Welcome to EUA!

Individual Full Members

POLIS University, AL
Medical University – Sofia, BG
University of Mannheim, DE
South East Technological University, IE
Malta College of Arts, Science and Technology, MT
Ignatianum University in Cracow, PL
University of Białystok, PL
University of Opole, PL
San Jorge University, ES
Bartın University, TR
Cankiri Karatekin University, TR
Hitit University, TR
Istanbul Gedik University, TR
Tokat Gaziosmanpaşa University, TR
University of Health Sciences, TR
Paris Lodron University of Salzburg, AT
La Rochelle University, FR
University of South Brittany, FR
Széchenyi István University, HU
University of Palermo, IT
Victor Babes University of Medicine and Pharmacy Timisoara, RO
University of Huelva, ES
University of Borås, SE
Atatürk University, TR
Burdur Mehmet Akif Ersoy University, TR
Yildiz Technical University, TR
Loughborough University, UK
Manchester Metropolitan University, UK
University of Warwick, UK

Individual Associate Members

Juraj Dobrila University of Pula, HR
Alte University, GE
Georgian National University SEU, GE
Faculty for Montenegrin Language and Literature, ME
Valencian International University, ES
International School for Advanced Studies, IT
Istanbul Kültür University, TR

Affiliates

EVALAG – evaluation agency, DE
Foundation for Innovation in Higher Education, DE
World University Service Kosova

EUA calling

In 2024, EUA launched several opportunities for members new and old to get involved in its work, through:

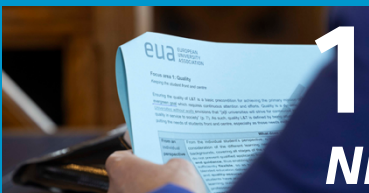
- 3 calls for contributors to present at EUA events
- 1 call for participants in EUA's pilot Leadership Development Programme
- 4 surveys
- 1 call for registrations for EUA-IEP evaluations
- 2 calls for participants for EUA and EUA-CDE Thematic Peer Groups
- 1 call for hosts for the flagship 'European Quality Assurance Forum'

Find current opportunities on EUA's Get Involved page



Communications

EUA's impact in 2024 – facts and figures



POSITIONS
POLICY INPUTS
REPORTS
BRIEFINGS

EUA's publications and conference papers were downloaded over 55,000 times in 2024, a 79% increase on 2023.



+79%
downloads



EUA launched a revamped website – with eua.eu getting over 1.3 million views in 2024.

**REVAMPED
WEBSITE**



3 newsletters

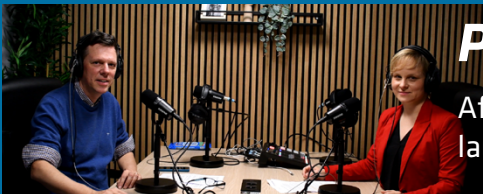


Monthly EUA
newsletter

President's
Newsletter

EUA-CDE
newsletter

*exclusive to
EUA members*



PODCAST

After our first series 'HigherEd in Practice' wrapped up in January 2024, we launched our second podcast series – 'Universities Futures Lab' in November.



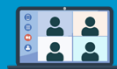


EVENTS

> 11,000
TOTAL
REGISTRATIONS



9 on-site



35 online

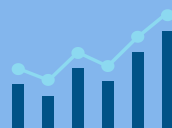
EUA received over 11,000 registrations for our nine on-site and 35 online events in 2024, with people from 47 different countries participating in our in-person conferences.



SOCIAL MEDIA

Over 55,000 followers connected with EUA across our social media channels, including more than 6,500 new followers.

+6,500
new followers



PRESS AND EDITORIAL



Throughout 2024, EUA's news, publications and events, as well as our leadership and staff's expertise, were extensively covered in higher education and research media like News Tank, DUZ, Times Higher Education, Research Professional News, Science|Business and Nature, as well as European and national press including Euronews, Agence Europe, L'Écho, La Vanguardia and Público.

Expert Voices

EUA's blog features points of view, ideas and experiences from across the university sector, as well as the latest op-eds from EUA in the press.

Turning ad hoc university-local government cooperation into a sustainable long-term relationship

11 January | Wim J.C. Melis | University of Greenwich, UK

Look ahead to keep up - Foresight exercise explores universities' fate in different geopolitical futures [Op-ed]

25 January | Thomas Jørgensen, Anna-Lena Claeys-Kulik | EUA

Europe's universities are catalysts for social transformation

29 January | Sebastian Wörwag | Bern University of Applied Sciences, CH

Ukrainian higher education has persevered, but strategic international collaboration is key to its post-war future

20 February | Oksana Seumenicht | Alexander von Humboldt Foundation, DE

Are today's universities still able to learn?

26 February | Bjørn Stensaker | University of Oslo, NO

Are research funders doing enough to tackle gender inequality?

4 March | Helene Schiffbänker, Michael Ploder | Joanneum Research, AT

Equality and inclusion must be an everyday practice, not just an end goal

4 March | Gemma Irvine | Maynooth University, IE

We need a university check for new EU legislation [Op-ed]

14 March | Thomas Jørgensen | EUA

Human capital is an essential driver of change in university R&I

20 March | Senena Corbalán | University of Murcia, ES

Three must-haves for FP10 [Op-ed]

15 April | Kamila Kozirog | EUA



What do higher education institutions want from quality assurance tools?

23 April | Cecilia Biaggi | EUA

We can use artificial intelligence to foster human intelligence and drive our universities forward

16 May | Manfred Krafczyk | TU Braunschweig, DE

Will greater targeting of funding endanger our R&I ecosystem?

5 June | Karin Sipido | KU Leuven, BE

Europe needs a one-stop shop for innovation policy

11 June | Silvia Lenaerts | Eindhoven University of Technology, NL

Don't wait for more EU competence in education to solve common challenges

17 June | Anna-Lena Claeys-Kulik | EUA

Automatic recognition's trailblazers reach a milestone, but what about those who are still getting started?

24 June | Helene Peterbauer | EUA

AI is here to stay, these are the questions we now need to ask ourselves

2 July | Jenay Robert | EDUCAUSE, USA

To bridge Europe's R&I gap, we first need to change the conversation on widening

5 July | Federica Garbuglia | EUA

The case for diversifying doctoral training

6 September | Minna Hendolin | University of Eastern Finland, FI

Universities need a new generation of visionary leaders [Op-ed]

13 September | Thomas Estermann, Maria Blanco | EUA

Spotlight on Belarus: Students risk exclusion from European higher education

16 September | Iris Kimizoglu | European Students' Union

Making research assessment reform work for the next generation of researchers [EUA-CDE Doctoral Debate]

11 October | Åse Gornitzka, Bjørn Stensaker | University of Oslo, NO

Innovation is bigger than technology transfer

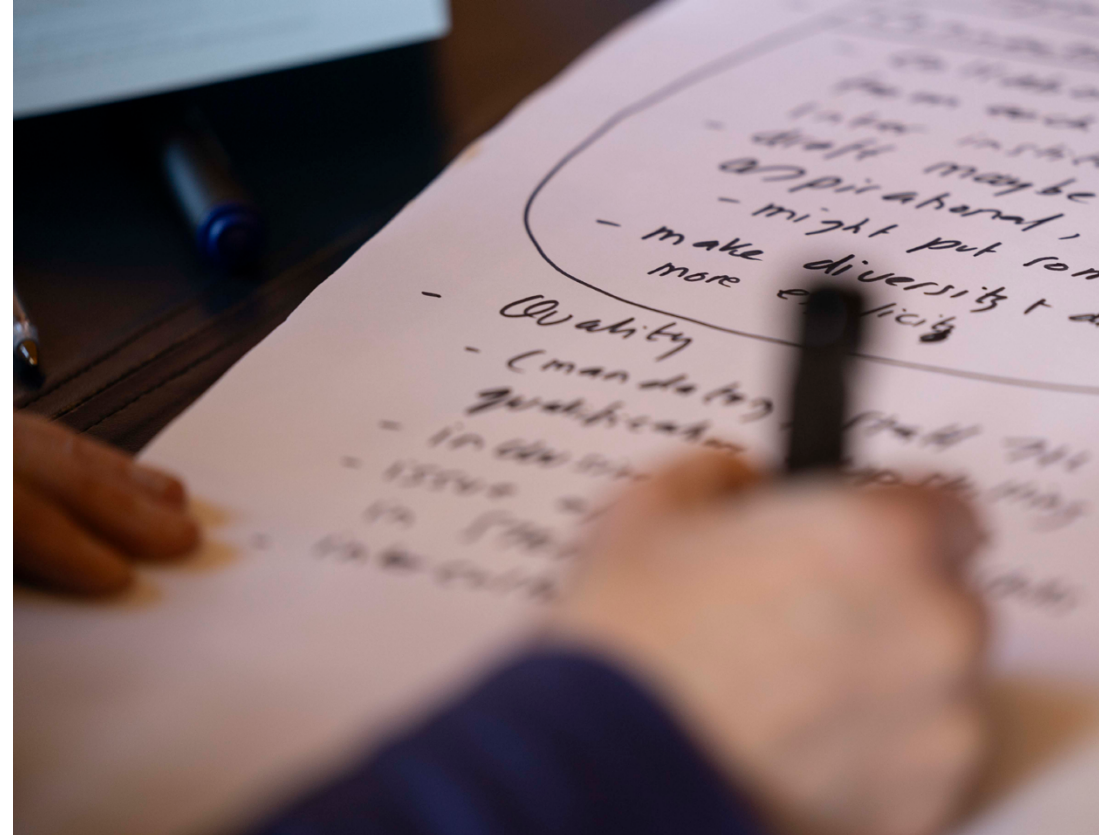
18 October | Karl Tombre | University of Lorraine, FR

Developing new income streams is not easy for universities [Op-ed]

28 October | Enora Bennetot Pruvot | EUA

Unpacking the recognition of refugees' qualifications: is Europe up to the task?

4 November | Helene Peterbauer | EUA



The students are not OK

7 November | Kristina Hauschildt | German Centre for Higher Education Research and Science Studies, DE

The EU must treat universities as partners, not tools [Op-ed]

21 November | Thomas Jørgensen | EUA

One alliance's journey towards financial sustainability

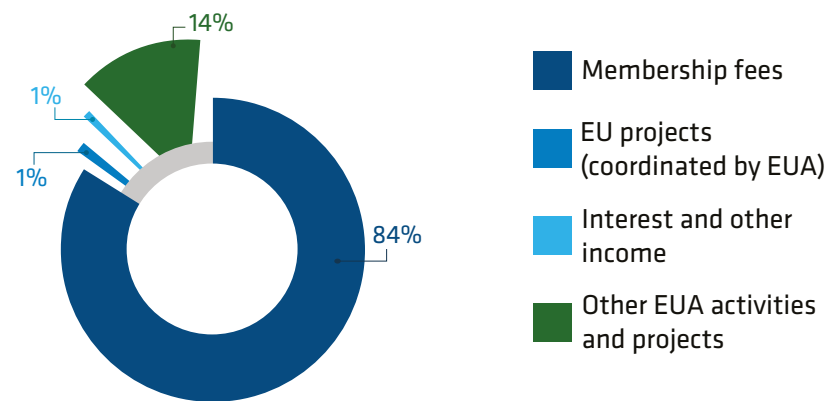
25 November | Sophia Karner, Mariet Vriens | Una Europa

Finances

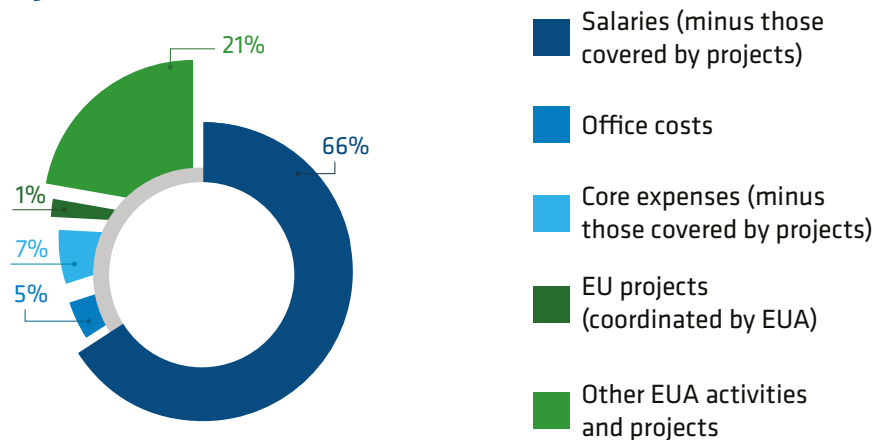
EUA is funded by its wide membership, as well as by projects and other activities.

In 2024, the Association’s income was more than €5.4 million. With this funding, EUA sustains its work, offers members the many events, publications and projects cited in this report and covers expenses related to the Association’s staff and office premises.

Funding sources in 2024



Expenditure in 2024



2024

The European University Association (EUA) is the representative organisation of universities and national rectors' conferences in 49 European countries. EUA plays a crucial role in the Bologna Process and in influencing EU policies on higher education, research and innovation. Thanks to its interaction with a range of other European and international organisations, EUA ensures that the voice of European universities is heard wherever decisions are being taken that will impact their activities.

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

www.eua.eu

