



European Humanities
University

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EUROPEAN HUMANITIES UNIVERSITY

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Eastern European Studies Center (EESC) (Lithuania): represented by Mr. Linas Kojala, Director, *until July 2017*; represented by Mr. Eitvydas Bajarūnas, Ambassador at Large of the Ministry of Foreign Affairs of Lithuania and Chairman of the EESC, *since July 2017*

Senate Principals

Ryhor Miniankou, Chair
Almira Ousmanova, Vice-Chair
Natalija Beloborodaja, Secretary

This report is dedicated to the students, faculty, and staff who study, teach, and work at the European Humanities University. For more information, please contact:

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INSTITUTIONAL DEVELOPMENT AND MANAGEMENT

The EHU activities in the AY 2016-2017 were strictly targeted to the implementation of the EHU Mission, its goals as a University, providing Belarusian students with Liberal Arts and Social Sciences in a format that is not yet acceptable in Belarus, contributing to the penetration of free thought into this country. In addition, trying not only to keep up with the turbulent changes in the modern world, but also to outstrip them, EHU actively continued its transformations.

The University lived its twenty-fifth year of fruitful activities, continuing its structural changes, started in the previous AYs, and continuing reorganization: according to the EHU new Statutes that was approved by the GAPO on July 13, 2017, proceeding changes in the governance structure of EHU, in its academic structure, as well as starting its deep self-evaluation caused both by the need to introspect its activities, assess their efficiency and effectiveness, and by the forthcoming in the 2017-2018 Academic Year accreditation.

Its work in the AY 2016-2017 EHU carried out with 180 employees, occupying 104,15 full time equivalent positions (FTE), including 112 faculty members (56 persons on full-time positions), and 68 administrative staff members: 19 employees in administration and support staff, and 49 members of the academic administrative staff. Teaching positions were distributed as follows: 21 Professors, 37 Associated Professors, 42 Lecturers, and 12 Assistants. 56.3 % of the entire faculty has a PhD degree.

This year was to the great extent devoted to the changes in the EHU academic structure, which are expected to simplify and specialize management both of departments and academic programmes. The following EHU management proposal was approved by the Governing Board in April, 2017:

- Five present academic units are merged into two.
- The number of units, referring to the Chief of Academic Affairs, is reduced from 11 to 4.
- The position of Chief of Administration is eliminated.
- The Chief of Academic Affairs and Heads of 4 administrative units refer directly to the Rector.
- The tasks of the central Administration and Support Service are reallocated in order to improve the service they provide (e.g. according to the “Sigle Window Principle” for arranging students’ non-academic affairs) and to make workflows smart and efficient.

The new EHU structure table is available online on the University website, <http://en.ehu.lt/about-2/structure/>

Such reorganization should bring the economy of finance to the University due to reduction of the salary budget by 22% as well as make management of the academic programmes more specialized and professional.

During the AY 2016-2017 there were several changes in the EHU highest decision-making body – **General Assembly of Part Owners (GAPO)**. In September 2017 Institute for International Education (Lithuania), represented by its President Mrs. Alla Sokolova, withdrew from the GAPO. In the result, starting from September 25, 2017, EHU GAPO consists of following three members: Eurasia Foundation, DDF Foundation, and Eastern Europe Studies Centre.

On July 6, 2016, GAPO made a decision to reform the governance of EHU and dismissed the existing **EHU Governing Board (GB)**. According to EHU Statutes and recommendations of SIDA (Swedish International Development Cooperation Agency), GB has to be composed of 9 members, approved by GAPO. During several months of the reporting period GB had been under the process of membership renewal. The GB, consisting of 8 members, was elected and approved by GAPO on December 14, 2016. On February 8, 2017 the GAPO endorsed Ms. Eva Srejber to join the EHU Governing Board as the 9th member.

One more prospective change in the EHU governance is connected with the expected appointment of a new **EHU Rector**. The search for a new Rector was initiated with a public announcement on November 22, 2016. An international search was conducted with the assistance of the Brussels-based Mercuri Urval executive recruiting firm and under the aegis of SIDA. From a list of 29 candidates who submitted complete applications, the committee interviewed three candidates in person in Vilnius on March 7,

2017. After that the Selection Committee concluded that no suitable candidate can be recruited at this time. In August, 2017 international search for the new Rector was announced once again. Now this procedure is going on. The new Rector is expected to take office during the first quarter of the 2018 calendar year. Acting Rector Jørgen Jørgensen has agreed to continue in his position through the end of 2017.

The EHU Senate is composed of the entire faculty working at the University under employment contracts of at least 27 hours per week (in the AY 2016-2017 – 40 persons) and 5 elected student's representatives. The reduction in the number of teaching staff caused by the reorganization of the EHU led to the need to reduce at the beginning of the AY 2016-2017 the number of Senate Committees from 4 to 3. The following Senate Committees were formed: the Development and Research Committee, the Curriculum Committee, the Academic Planning and Quality Assessment Committee.

The work of the Senate was conducted in accordance with the approved plan. During the reporting period there were 11 Senate meetings, which considered more than 40 issues. Among issues considered the most important were "On the manual on the evaluation of the results of the training (level of achievement of competences) of the EHU students"; "Regulations on research and creative activity of the European Humanities University"; "On priority directions of research and creative activity at EHU"; "Declaration on the quality policy in the teaching and research activities of EHU" etc.

A new planning and reporting system was launched in order to optimize planning, reporting, collection, processing and analysis of information on the activities of the structural units, faculty and staff of EHU. The system was launched for pilot use in the planning process for the AY 2017-2018 and reporting for the AY 2016-2017.

Innovations and improvement of EHU administrative management by using modern means of education quality management, namely such facilities, as Surveys Solution System and Anti-Plagiarism System; to gain a high quality and level of communication within the University and with external agents, based on Studies Information System and modernized Student Admission Platform, as well as Ehu.lt web site was delivered through the financial support of SIDA Project "Reset for Knowledge, Education and Creativity: Support to EHU for Enhancing Development and Modernization (2016-2017)".

Preparation of the Self-Evaluation Report of EHU for the forthcoming accreditation of the University by the Center for Quality Assessment in Higher Education of the Republic of Lithuania was one of the most significant activities carried out in the AY 2016-2017. There was created an Institutional Self-Evaluation Group (SEG) for the preparation of the Report, consisting of the faculty and staff representatives, and divided into subgroups according to the sphere of their competence. The draft of the Report was circulated publicly to all EHU faculty and staff for discussion and presented at the general meeting. The Final SER of EHU was submitted for the Center for Quality Assessment in Higher Education in July 2017. The site visit of the international experts group is expected in October 2017, and the final conclusions – by the end of 2017.

EDUCATION AND RESEARCH

EHU began the AY 2016-2017 with 895 students. At the end of the AY (September 30, 2017) the number of students was 812 persons. 251 new students were admitted, 31 students graduated from the University Masters' Programmes in February, 2017; 7 students graduated from the University Integrated Masters' Programme "International Law and the EU Law"; 133 students graduated from the University Bachelor's Programmes (BAHR and BALR) in July, 2017. Despite the challenges of a large-scale reorganization that took place during the previous AY, the University was able to carry out its academic activities without significant disruptions.

During the AY 2016–2017, EHU continued its efforts on *education quality improvement* as its main priority. New joint commercial modules in mediation for the development and stabilization of training in Law have been developed in cooperation with Mykolas Romeris University.

Changes were made in the curriculum of the “Media and Communication” programme, where special modules of study field are introduced gradually for improvement the quality of their perception by students. In the process of eliminating the shortcomings expressed in the previous AY by the accreditation commission to the programme, the number of internship credits was increased to 15 ECTS credits in the new curriculum and scheduled for the 6th and 8th semesters.

In the process of eliminating the shortcomings expressed in the previous AY by the accreditation commission to the “Visual Design and Media” programme, a new “Transmedia Project” course was developed and launched as an optional course.

Professional development of faculty is another EHU priority. During the reporting period, the EHU Distance Learning Center conducted a distance training course for EHU teachers and staff "Information and communication technologies in education" and 3 training workshops: "Distance courses training quality evaluation", "Current issues of distance courses training", "Development of modern distance courses using multimedia materials".

Academic Development Unit has organized workshops on study quality improvement: on the legal context of institutional self-evaluation, new Standards and guidelines for quality assurance in the European Higher Education Area (ESG), areas and criteria of self-evaluation; „Student-centered approach in higher education“; “Study Outcomes of the Programme: Theory and Practice” and “Evaluation of Study Outcomes: Theoretical Grounding and Practice”.

One of the most important changes in the AY 2016-2017, affecting educational activity, was the merger of Academic Departments, as a result of which 2 Departments were formed of 4 Departments.

The Academic Department of Social Sciences is responsible for two BA academic programmes - “Media and Communication” and “World Politics and Economics”; integrated programme “International Law and the European Union Law”; three MA programmes - “Cultural Studies”, “Public Policy” and “Existential Psychology”. All the programmes except “World Politics and Economics” (double degree programme created and taught in partnership with the Vytautas Magnus University (Kaunas, Lithuania) were accredited in previous years and did not need any accreditation procedures in the reporting Academic Year. For accreditation of “World Politics and Economics” programme there was created a joint group for preparation of its accreditation materials, the materials were submitted to the Center for Quality Assessment in Higher Education of the Republic of Lithuania. However, the programme was not accredited, mainly, due to mistakes in the organization of its joint parts.

MA “Existential Psychology” did not gain enough applicants to enroll and open a study group in AY 2016-2017. The program leaders haven’t applied for a regular reaccreditation of the program, which means that the program will also be closed.

The Department’s faculty organized a number of special research projects, targeted at students’ capacity building in research: Project “Going Digital: Digital University Reset”; Seminar of empirical research "Field Life"; Project “Sustainable Local Development as a Driver for Rural Cultural Heritage”; Project “Mapping Visaginas: Sources of Urbanity in Post-Industrial Cities”; Art and educational project “Artes Liberales”; organization and holding of seminars on the topics "The Third Sector in Belarus", "Gender and Politics".

Center for Constitutionalism and Human Rights, except for scientific work, also is focused on the development and support of the EHU Legal Clinic.

Concerning the Department project activities, it continued implementation of the following international projects:

- C.O.N.T.A.C.T.: Creating an On-line Network, monitoring Team and phone App to Counter hate crime Tactics. JUST/2014/ACTION GRANTS/European Commission;
- HoNESt – History of Nuclear Energy and Society, Funded by Horizon 2020/Euratom.
- “Teaching the European Transnational Constitutionalism inside and outside the EU/TETC”, Erasmus+ Jean Monnet Activities: Jean Monnet Chairs;
- Artes Liberales – 2017;

- “Urban planning and integration of the Russian-speaking city in the Baltics”;
- “A project on critical examination of history of the 20th century “Family Peace?”;
- “Implementation of International Conference “Regional Challenges in Implementation of the European Convention on Human Rights“;
- DL course on Public Policy & Public Administration development and delivery (together with NGO SYMPA);
- The joint project “Strengthening policy field recommendations on EU/Belarus through academic expertise”.

The activities of the department in Belarus, Lithuania and at the regional level in the AY 2016-2017 were dynamic. There were conducted 5 events for wider public concerning Belarusian and Lithuanian hot and important topics; School of Young Public Administrators together with NGO SYMPA; practical seminars for students of EHU and other universities of Lithuania "Hate speech in the media", "Hate speech and migration crisis in Europe"). 20 events for wider public concerning Belarusian and world on hot and important topics were conducted; series of seminars in French "Sociologie politique" and "Sociologie politique européenne"; art and educational project “Artes Liberales – 2017”; public lecture "Revolutionary sense of justice as a source of Soviet law: the paradigm shift"; presentation of the book “The Death Penalty in Belarus”; discussion "Right for a City: Debates on De-Sovietization in the Post-Soviet Space"; organization of the public action "TOGETHER: A Living Word in Defense of Freedom: the action of Belarusian writers and humanists", etc.

Concerning collaboration with academic, social, and business partners and their impact on the studies, the Department collaborated with Konrad Adenauer Foundation Mission in Vilnius in the process of publication of the journal-collection of works by students of political science studies; developed cooperation with the ERSTE Foundation (Austria) in conducting the art and educational project “Artes Liberales -2017 ("The Age of Revolutions)”. The department also actively cooperates with the TV studio Belsat (satellite channel in the Belarusian language, created on the basis of the contract between Foreign Ministry of Poland and TVP (Polish Public Television).

The Academic Department of Humanities and Arts is responsible for the BA programmes “Cultural Heritage and Tourism”, “Visual Design and Media”, “Theory and Practice of Modern Art”, MA programme “Historical and Cultural Heritage” and PhD programme “Philosophy”. All the programs were accredited in previous years and did not need any accreditation procedures in the reporting Academic Year. But consistently successful is only one programme – BA “Visual Design and Media”. BA programme “Cultural Heritage and Tourism” needs deep restructuring and updating, BA “Theory and Practice of Modern Art” is closed for enrollment, and MA programme “Historical and Cultural Heritage” did not gain enough applicants to enroll and open a study group in the AY 2016-2017.

One of the most important tasks of the Academic Department of Humanities and Arts is provision of teaching of Core Curriculum disciplines. EHU regularly reviews the content, methods and forms of their teaching, especially given the fact that Core Curriculum courses are the basis for further specialization of students. The last transformation of Core Curriculum began several years ago. It consists of using the experience of the Bard College (New York, USA) - the partner of EHU in the network of humanity colleges and Universities - in teaching of humanities. In previous years, the subject "Language and Thinking" was introduced at EHU and a network of tutor students was created. In the AY 2016-2017 three new Core Curriculum courses "First Year Seminar: Introduction to Humanities" (Russian and English versions) and "Second Year Seminar: Introduction to Social Sciences" were developed and certified. The process of developing programmes was accompanied by numerous round tables, visits of experts from the Universities - members of the Bard College network, visits to these Universities, seminars and pilot teaching.

The activities of the department in Belarus, Lithuania and at the regional level in the AY 2016-2017 were numerous. There were conducted 7 events for EHU students and wider public concerning Belarusian and Lithuanian interesting topics (among them, the most important are an exhibition "The World of Positive and Good Mood" by Associate Professor S.Seletsky; an excursion Vilnius-Kernave for students within the framework of the internship according to the schedule of the subject "Excursion"; preparation by

students of posters recording the results of activities dedicated to Kandinsky and Klee). 5 events for students and wider public were conducted in Belarus (among them, the most important are conducting the competition "Intellectual marathon: competition of creative works for applicants"; study tours around the towns of Hrodno and Minsk regions; preparation and conduct of excursions by students in the framework of the project "Guides' Festival"; holding of the Olympics on Belarusian Studies, targeted at future EHU applicants).

EHU Distance Learning Center worked in the following main directions:

1. Professional development of EHU teachers and staff.
2. Support for EHU teachers and administrative staff working with LMS Moodle, Google Disk and BlueJeans video meetings.
3. Certification of EHU undergraduate and graduate distance courses and control over the quality of tutorage in Moodle.
4. Certification of the tutorage in Bachelor distance courses.
5. Development of a new generation distance learning courses.
6. Technical tasks in Moodle and Antiplagiarism.

Quality management was marked by the preparation for the University institutional review for the Centre for Quality Assessment in Higher Education (SKVC). A self-analysis of University activities was carried out and on the basis of its results a self-evaluation report was prepared. The self-evaluation report was presented to SKVC in July, 2017. A site visit of the expert team will follow in October, 2017, with final results available by the end of 2017.

Following study programmes external evaluation, carried out during the AY 2015-2016 (with the results presented in the AY 2016-2017), plans for implementing recommendations set out in the programmes' evaluation reports' were developed and presented. Follow up activities to monitor the implementation of aforementioned plans are created. New study programmes evaluation, planned for 2018, is suspended due to the projected changes in the Lithuanian legislation in higher education.

A routine bi-annual student survey was conducted in February, 2017 and June, 2017. At the Academic Department of Social Sciences in the fall semester in the student survey took part 9% of HR students, in the spring semester - 12% of students of HR form, 23% of LR students took part in the survey in the fall semester, and 11% - in the spring semester. The average score based on the results of the survey indicates a good assessment by the students of the programmes and teaching quality. The average results of the students' survey are as follows: 1.57 (BAHR), 1.39 (BALR), 1.1 (MA).

In spring semester of the AY 2016-2017 a new form of student survey – an express interview – was introduced. First results of this survey will be presented in October, 2017. Further objectives include the development of faculty survey as well as continued development of employers' survey system.

Research activities mainly supervised by the Committee of the Senate on Development and Research in cooperation with the Academic Development Unit continued preparation of the Regulations on research and creative activity of the European Humanities University, Regulations on publishing activities of EHU, Regulations on the establishment of EHU periodicals, On priority directions of research and creative activity at EHU etc. Those documents were approved by the Senate and went into force during the reporting period.

A significant part of the research activity in the reporting period was implemented at EHU by the following research Centers and Laboratories: Center for Gender Studies; Center for Philosophical Anthropology "Topos"; Laboratory of Visual and Cultural Research; Laboratory of Critical Urbanism; The Contemporary Art Study Center; Jewish Studies Center; Center for Constitutionalism and Human Rights, Center for German Studies.

The results of the EHU research domain during the reporting period is characterized by carrying out of 9 research and dissemination events of different types.

The Editorial and Publishing Board was monitoring the publishing policy and management of publishing activities, including EHU periodicals. During the reporting period the EHU faculty published 1

monograph, 1 scientific papers collection, 1 collection of documents, 1 collection of scientific essays, 110 scientific articles, 18 journalistic and artistic materials. Also, in the reporting period EHU continued publishing of 4 scholarly journals: "Topos", "Belarusian Historical Review", "Crossroads", "Journal of Constitutionalism and Human Rights".

One of the most important moments of the scientific activity of EHU in the reporting period was holding of a number of competitions of research and creative projects, events, scientific publications, international mobility, and student's research projects financed by the SIDA in the framework of the Project "Reset for Knowledge, Education and Creativity: Support to EHU for Enhancing Development and Modernization (2016-2017)". In the result 44 applications were submitted, 35 of them were supported.

STUDENTS

In the AY 2016-2017 the greatest achievement of Rector's Office to fulfil its operations in areas of marketing, communications and Alumni relations (since June 2017 – Communications Unit) in the *recruitment and admission field* was the increased number of study contracts signed with prospective students, despite the external and internal challenges (and the most grave among them was the necessity to drastically optimise its work, due to reduced budget line for the aforementioned operations). In addition, thanks to external grant-based funding, provided by SIDA, Rector's office was able to launch the process of preparations of the new University web site, highly needed for enhancing the digital outreach of the University.

Highlights of the Unit's recruitment and admission activity are:

- Presentations at high schools in Belarus.
- Recruitment events: Winter Open Doors (January, 2017) and Spring Open Doors (March, 2017), Day with EHU in Minsk (April, 2017), Masters Day in Minsk (June, 2017).
- Preparatory courses for prospective students and consultations for prospective students in Propilei (throughout the AY).
- Local and online activities (spring, 2017): 5 online courses per each BA programme; Belarusian Olympiad; Design Workshop; Public Lectures.
- Video production: teasers and reports.
- Publications.
- Banner ads placement (Kudapostupat.by); information placement in online media (Media branding (e.g. 34mag), Obrazovanie.by); Newsletters (Mailerlite).
- Print advertising ("Kur stoti?", "Reitingai") - throughout the AY; poster placement in Russian-speaking schools across Lithuania – January, 2017, poster placement (Prospective student bundle: Presidential letter, brochure, single-page), postal marketing (EHU postcards).
- Consultations (Skype, Phone, Facilitating Committee meetings).
- Admission Committee formation, official appointment and work.
- LAMA BPO Admissions.

EHU *Student Service* aims to provide quality student-focused services working in partnership with other University departments, divisions and offices. During the reporting period student-centred activities, managed by EHU Student Service, were as follows:

- Publication of the student newspaper "Phoenix".
- Practical seminar on the topic "Protection of copyright and related rights in the Internet".
- Presentation "Instagram: minimum costs, maximum benefits".
- EHU Public Speaking Academy.
- EHU Acoustic Evening.
- Workshop "You will succeed".
- Workshop "Own career as a successful project".
- SPEAK UP CLUB in Molodechno (Belarus).

- Posters action of the International Biennale of Graphic Design "Golden Bee: Favorites".
- Literature club and issuing a student printed newspaper.
- Photo Club.
- English Speaking Club.
- Project "Rays of Kindness" (Homel, Belarus).

The Student Service has also facilitated establishment of several clubs at EHU: EHU Chess Club, EHU Video Club, EHU Documentary Club, EHU Student Debate Club activities were intensified, not in the least courtesy of the opportunities provided within the collaboration with Bard College (New York, the US).

Annual English Summer School for Belarussian high school students was working in this AY again (in the AY 2016-2017 there were involved 43 participants).

One of the important and large projects that the Student Services has implemented in the reporting period, together with the Senate Committee on Research and Development, was the 19th International academic conference for undergraduate and graduate students "Europe 2017. From Printed Word to Knowledge: Local Traditions and Global Transition", held on May 6-7, 2017 in Vilnius, Lithuania. This year, EHU Student Conference was aimed to commemorate two important dates: the 500th anniversary of the first printed book in Belarussian (and the first printed book in East Slavic languages) published by Francysk Skaryna, and the 25th anniversary of the European Humanities University.

211 applications were submitted, including 45 from EHU students. 98 participants - students from EHU, Belarus Universities (out of 38 Belarussian participants 22 were EHU students) and abroad - took part in 14 panels of the Conference, where students made their presentations; a range of accompanying events (exhibitions, lectures, book presentations, round table discussions) were held on May 2-5 as part of the Conference. These activities offered students from different countries an opportunity for networking and learning about EHU.

In the AY 2016 -2017 EHU continued to work with the *alumni community* involving alumni into various activities related to the Alma Mater, informing alumni on the University life and opportunities.

In July, 2017 EHU next Alumni Homecoming event took place in Vilnius. Alumni involvement has increased in EHU recruitment campaign. Alumni speakers participated in all the EHU Recruitment events. In 2016 EHU introduced a regular Alumni Newsletter with all news and events relevant for EHU alumni network. EHU keeps maintaining alumni data base, communicates graduates to get information about their employability, and continues all alumni online survey. EHU also continues to hand over an annual Distinguished Alumni Award.

More information on the work with EHU alumni could be found at the EHU website: <http://en.ehu.lt/about-2/alumni/>

LOCAL, INTERNATIONAL, OUTREACH

EHU continues to strengthen its impact on Belarus via different kinds of its activity. It continues to serve Belarussian students (95% of the student body) as a "university-in-exile". Unlike institutions of higher education in Belarus, EHU encourages the use of the Belarussian language. Students are free to speak and submit papers in Belarussian, if they choose. 6.5% of all the courses are taught in Belarussian, 5.7% of BA courses and 10.9% of MA courses taught in Belarussian. 12% of courses are with Belarussian context, 52% of MA and BA theses are Belarus-focused, 3% of MA and BA theses are written in Belarussian.

While EHU has, for the time being, to operate in exile, it does so while maintaining and, whenever possible, expanding its presence in Belarus. During the AY 2016-2017 EHU maintained Minsk-based activities via the *Training Center for the Humanities "Propilei"* (hereinafter – the Propilei Center).

The successful first class of the Foundation Year programme allowed the Center to form a group of 18 listeners. The programme includes the following courses: «Introduction to the Humanities», «English for Academic Purposes», «Project Activity», specialized workshops and seminars. Ongoing interaction with

the listeners of the course, as well as control of their progress and attendance allowed the Center to retain the group: 15 students of the Foundation Year have become 1st year students at EHU.

"Propilei" has also conducted online contests in mini-essay writing for Belarusian high school senior students (the winners received a discount on EHU study tuition); initiated the revival of the Drawing part of the Intellectual Marathon (25 prospective students attended face-to-face consultations and workshops lead by EHU faculty); regular meetings with the EHU's Recruitment Manager and the Head of the Communications.

The revision of the course tuition fees and the intensification of courses helped to reach one of the highest levels of courses' attendance in the last 5 years: in the AY 2016-2017 106 listeners were enrolled, 93 of them successfully completed the courses, 85% of which entered EHU (including 26 students in full-time mode, 35 – in distance, and 15 Foundation Year students). 63% of high-residence first-year undergraduate students entered EHU having passed the courses offered by the Center in the AY 2016-2017.

Besides the preparatory courses for prospective students, the Center carried out activities aimed at supporting low-residence students and EHU alumni: faculty office hours, master classes, seminars, and public lectures. In total, 62 events were organized during the current academic year, engaging more than 280 BA and MA students.

International cooperation and mobility affairs were carried out by the Academic Development Unit, which, in cooperation with other academic departments, centers and units, coordinates and promotes international cooperation and mobility, projects, quality assurance, and research activities at EHU.

In the AY 2016-2017, EHU received Erasmus+ scholarships for student and staff international mobility from the following sources: the European Commission (KA103), the European Commission (KA107), Lithuanian State Budget (KA103), European Union Structural Funds (KA103), European Union Structural Funds (KA107) and in the amount of 166,230.00 EUR. As for the mobility statistics, the results are as follows: 22 outgoing students; 15 incoming students; 13 persons of outgoing staff; 5 persons of incoming staff.

For developing of international relations of EHU the Academic Development Unit actively communicated with potential EHU partners from Moldova, Ukraine, Kyrgyzstan, and Russian Federation. In the result the bilateral agreements were signed and support for mobility within the Erasmus+ KA 107 program with Universities from most of these countries was received.

The EHU Erasmus+ strategy was worked out as one of the most important documents for international mobility.

Project activities at EHU can be evaluated as sufficiently successful, given the size of the University and rather specialized area of its educational work (*Liberal Arts* education). In the AY 2016-2017 EHU was implementing 18 projects: 3 of them are social projects, initiated by the Lithuanian State and supporting MA international students and students with special needs; 4 projects are academic research and teaching projects, supported by the European Commission via different programmes (Horizon2020, Erasmus+, some others), 1 project was supported by the Council of Europe, other projects were supported by different foundations, state institutions (ERSTE, Ministry of Foreign Affairs of Federal Republic of Germany, Belarus Office of Konrad Adenauer Foundation, Ministry of Foreign Affairs of the Republic of Lithuania, U.S. Department of State etc.). One of the largest projects, which began to be implemented in the reporting year, was a project funded by the Swedish International Development Cooperation Agency (Sida) "Reset for Knowledge, Education and Creativity: Support to EHU for Enhancing Development and Modernization (2016-2017)" that affects all major areas of the University activities - administration, educational process, scientific research - and is being implemented by many University structural units.

In the AY 2016-2017, the Communications Unit, which duties included not only external communication, but also recruitment, work with graduates and a number of other functions, concentrated its work on activities that improve internal interaction at EHU and ensure high results of the admission campaign.

Here highlights of the *communication and outreach activities* of the AY 2016 – 2017 are presented:

- Introduction of weekly pan-University newsletter for faculty and staff.
- Playlist with music by EHU students/alumni; faculty and staff catalogue for web; weekly newsletter for faculty, staff and students; manual for faculty on techniques of press releases / media support; transformation of giftshop were carried out to strengthen ties within the EHU community, refresh and improve internal and external communications.
- External communications also included press coverage of University activities, editing faculty-drafted press releases, networking with journalists, brand management, maintaining faculty experts' pool base, faculty op-eds for Belarusian media.
- organizing of the EHU 25th anniversary aimed at promotion of EHU's success story among prospective donors, partners and major target groups through means of publicity and public-awareness.

In the AY 2016-2017 for the fifth time EHU was participating in Lithuania's national University rankings. For the second year in a row EHU is ranked third among six private Universities in Lithuania. EHU became Lithuania's top private University according to two criteria. Faculty achievements in the fields of research and artistic activity gained a positive evaluation, as well as a high level of EHU's competitiveness in international educational space. EHU was highly recognized for a large number of young faculty members and large number of faculty members with PhD. It's important to emphasize the high level of EHU alumni employability – almost 100% of all alumni were employed within 9 months after graduation from the University.

BUDGET AND FINANCES

THE FINANCIAL REPORT FOR THE AY 2016/2017

1. EHU financing for AY 2016-2017

In February 2016, NCM adopted a decision to terminate the activity of the EHU Trust Fund following the decision of the main donors to stop their participation in the Trust Fund. After EHU Trust Fund termination the budget balance was EUR 1 170 000. The funds were transferred to EHU in two transactions:

- ✓ 70% of residual funds was transferred to EHU in the end of October in 2016
- ✓ 30% of residual funds was transferred to EHU in February 2017

EHU utilized all the Trust Fund residual funds to implement the budget for AY 2016-2017.

On December 7, 2016, an agreement was signed with the Swedish International Development Cooperation Agency (SIDA) for the implementation of the University budget of EUR 1 860 000.00 until December 31, 2017. The first transfer of funds to the University under the aforementioned financial agreement was made in December 2016, when EUR 617 000,00 was transferred. The remaining amount was transferred in June 2017. Additionally, in 2017, the Lithuanian government adopted a decision to allocate EUR 400,000 to the EHU, which was transferred to EHU via SIDA in September 2017. The grant was allocated under the condition that EUR 60,000.00 will be utilized to provide the Lithuanian language training and EUR 340,000.00 for the general budget needs. This way the University's solvency was guaranteed by the end of December 2017. As of September 2017, the residual amount of SIDA grants was EUR 568 459.00. The remaining funds will be used until December 31, 2017, for the general budgetary objectives for the period of AY 2017-2018.

Additionally, on December 7, 2016, the University has signed the second financing agreement with SIDA to allocate additional EUR 500,334.00 funding for the University's IT system and research needs. The funds were transferred to the University in December 2016. In the end of September 2017, the balance

of SIDA's second grant amounts to EUR 425 593.00. The remaining funds will be released by March 31, 2018, to move the University to new premises and meet IT systems and research needs.

During the reporting period, the University negotiated a new financing agreement with SIDA to allocate SEK 18 000 000.00 for the period of 2017-2019; SIDA's approval was received for the allocation of EUR 1 860 000,00 from EU funds for 2018-2019

According to the University's top management, there are no doubts about the solvency of the institution and its ability to continue its activity.

In addition to strengthening EHU's academic ambitions, the EHU Governing Board has highlighted the need to modernize EHU structure and reduce operating costs. Special attention was paid to reducing the funds allocated for administrative and support purposes. It would mean a lower ratio of administrative and support staff / lecturers in the first half of 2017.

The EHU leadership successfully faced the challenges of optimizing the structure of the institution. In this regard, the EHU was assisted by the Swedish advisors in development, who provided the analysis and suggestions on improving the organization of the EHU administration. From July 1, 2017, EHU has implemented a new organizational structure.

2. Results of budget implementation for AY 2016-2017

By September 30, 2017, actual income amounted to 97,5%, while expenditures accounted for 97,5% AY 2016-2017 projected budget. Compared to the previous academic year, the implementation of the budget decreased by 14,7%. mainly due to the decrease of financing from EHU donors to 18,4%.

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|--------------------------------|--|
| European Humanities University | |
| Budget Implementation Report | |
| October 2016 – September 2017 | |

| # | Income | AY 2016/2017 | | | AY 2015/2016 | | | 2016/2017 Compared to 2015/2016 | Notes |
|---------------------|---|--------------------|--------------------|------------------|--------------------|--------------------|------------------|---------------------------------------|----------|
| | | Confirmed EUR | Used EUR | Implemented % | Confirmed EUR | Used, EUR | Implemented % | | |
| Used income | | | | | | | | | |
| 1 | Secured Funding | 200.000 | 352.666 € | 176,33% | 403.479 € | 373.115 € | 92,47% | 94,52% | 1 |
| 2 | Tuition fees and student related income | 767.616 | 906.156 € | 118,05% | 689.286 € | 963.589 € | 139,80% | 94,04% | 2 |
| 3 | Non-Belarusian student tuition fees | 90.000 € | 65.814 € | 73,13% | 130.715 € | 72.715 € | 55,63% | 90,51% | 3 |
| 4 | External funds (from donors) | 3.092.118 € | 2.719.166 € | 87,94% | 2.900.000 € | 3.332.543 € | 114,92% | 81,59% | 4 |
| 5 | Income-generating programs | 0 € | 0 € | 0,00% | 120.000 € | 0 € | 0,00% | 0,00% | 5 |
| 6 | Misc. | 0 € | 0 € | 0,00% | 20.000 € | 0 € | 0,00% | 0,00% | 6 |
| TOTAL INCOME | | 4.149.734 € | 4.043.802 € | 97,45% | 4.263.480 € | 4.741.962 € | 111,22% | 85,28% | 7 |

| # | Expenditures | AY 2016/2017 | | | AY 2015/2016 | | | 2016/2017 Compared to 2015/2016 | Notes |
|---------------------------|---|--------------------|--------------------|------------------|--------------------|--------------------|------------------|---------------------------------------|-----------|
| | | Confirmed EUR | Used EUR | Implemented % | Confirmed, EUR | Used EUR | Implemented % | | |
| Expenditures | | | | | | | | | |
| 10 | Staff Costs | 2.969.000 € | 2.841.458 € | 95,70% | 3.379.355 € | 3.238.520 € | 95,83% | 87,74% | 10 |
| 11 | Students financial support | 281.940 € | 262.983 € | 93,28% | 281.940 € | 291.325 € | 103,33% | 90,27% | 11 |
| 12 | Students activities | 15.000 € | 10.895 € | 72,63% | 25.000 € | 15.831 € | 63,33% | 68,82% | 12 |
| 13 | Academic staff development | 35.000 € | 37.456 € | 107,02% | 50.000 € | 24.681 € | 49,36% | 151,76% | 13 |
| 14 | Belarusian Academic Infrastructure and Networks | 101.000 € | 51.767 € | 51,25% | 163.350 € | 82.896 € | 50,75% | 62,45% | 14 |
| 15 | Operating costs | 492.000 € | 495.300 € | 100,67% | 564.539 € | 415.840 € | 73,66% | 119,11% | 15 |
| 16 | Cost of income-generating programs | 0 € | 0 € | 0,00% | 200.000 € | 66.484 € | 33,24% | 0,00% | 16 |
| 17 | Institutional advancement and development | 85.000 € | 74.308 € | 87,42% | 307.000 € | 93.900 € | 30,59% | 79,13% | 17 |
| 18 | Special and advanced projects | 170.794 € | 269.636 € | 157,87% | 217.794 € | 243.219 € | 111,67% | 110,86% | 18 |
| TOTAL EXPENDITURES | | 4.149.734 € | 4.043.802 € | 97,45% | € 5.188.978 | € 4.472.695 | 86,20% | 90,41% | 19 |
| 19 | Last year covered losses | 0 € | 0 € | | 0 € | 269.267 € | | | |
| 20 | Deficit (-) / surplus (+) | 0 € | 0 € | | -925.498 € | 0 € | | | |

* The premises used by the University for study purposes were assigned to the University under the Lithuania's Government decision for a period of one year under the contract of uncompensated use. The aid, received or used in the form of premises, is estimated at EUR 923 720.00, based on the average market value established by the Center of Registers, while the premises

of the EHU administration are used under a lease agreement. Premises value in kind is not included in AY 2016-2017 budget implementation report as this contribution does not directly affect the budgetary revenue and expenditure values presented in the budget implementation report.

3. Explanations. Implementation of the budget from October 1, 2016, to September 30, 2017.

Income

According to the Financial plan the interim income is projected from the following sources:

4,8% secured grants; 20,7% tuition fees and study related income (including 2,2% of non-Belarusian student tuition fees); 74,5% EHU external resources (from donors).

The share of the spent budget as of September 30, 2017, compared with the projected allocation of funds:

8,7% secured grants; 24% tuition fees and study related income (including 1,6% non-Belarusian student tuition fees); 67,3% EHU external resources (from donors).

It should be noted that:

- Note 1 (secured funding). This line includes grants used for the implementation of small projects at the University.

The residue of the small project grants in AY 2016–2017:

| Provider of grants | Grant purpose | Grant balance at the beginning of the financial year, EUR | Received during the financial year | Used during the financial year | Grant balance at the end of the financial year, EUR |
|--|--|---|------------------------------------|--------------------------------|---|
| SIDA II (Swedish International Development Cooperation Agency) | University development and research activities funding | | 500 334 | 74 741 | 425 593 |
| Ministry of Foreign Affairs of the Republic of Lithuania | EHU „Times“ project funding | | 26 595 | 26 595 | |
| German Embassy | Funding for German Studies Center Project | 7 320 | 14 715 | 22 035 | |
| Education Exchange and Support Foundation | Erasmus student grants | 6 630 | 118 198 | 82 440 | 42 388 |
| Education Exchange and Support | Faculty and students | | 67 907 | 51 884 | 16 023 |

| | | | | | |
|----------------------------|---|--------|---------|---------|---------|
| Foundation | scholarship funding | | | | |
| University of Cyprus | Contact project funding | 7 625 | | 7 625 | |
| Die Erste Oesterreichische | „Artes Liberales“ project funding | 5 179 | | 5 179 | |
| Campus Europae | Funding for a journal and book publishing | 9 293 | 3 864 | 13 157 | |
| Bard College Campus | Organization of Bard College seminars | | 10 750 | 10 750 | |
| Special funds | Faculty salaries | | 2 614 | 2 614 | |
| American Council | EHU „Times“ project funding | | 39 204 | 9 561 | 29 643 |
| European Commission | Training on European constitutionalism in the EU and beyond | | 35 000 | 4 443 | 30 557 |
| Other small projects | Other small projects funding | 3 205 | 38 437 | 41 642 | |
| Total | | 39 252 | 857 618 | 352 666 | 544 204 |

The project grants and reimbursements provided within the Erasmus program, the Government of Lithuania and several other institutions were transferred to the University as to an intermediate body; while in some cases a small part of this University's income was counted as administrative expenses. In AY 2016-2017 the total amount of received project grants and reimbursements was EUR 352 666.

- Note 2 (tuition fees and student-related income): The tuition fees and study-related income received in AY 2016-2017 decreased by 6,2% from EUR 1 036 304.00 to EUR 971 970.00 in comparison to the previous year. This happened due to the lower average number of University students. The average number of students in AY 2016-2017 decreased by 12,6%. compared to AY 2015-2016 (from 983 students in AY 2015-2016 to 859 students in AY 2016-2017).
- Note 3 (non-Belarusian student tuition fees). The University was not able to attract as many non-Belarusian students as it was planned, therefore, less income was generated than planned. Income from non-Belarusian students continues to decline. It decreased by 9,5% compared to the previous year (from EUR 72 715.00 to EUR 65 814.00). We hope that our additional efforts in future will create a positive trend in Lithuanian and foreign markets.
- Note 4 (EHU external funds (from donors): EHU used 87,9% of the projected external finances. Compared to previous years, the need for external financing decreased by 18,4% to EUR 2.7 million. The dependence on external finances has decreased significantly mainly due to the cost saving
- Note 5 (income generating programs). There was no income projected for AY 2016-2017 in this part of the budget. Income-generating programs have not attracted enough students to act independently. The cost of the program was much higher than its revenue. Thus, the Master of Business Administration program was terminated in the middle of AY 2015-2016.

- Note 6 (Misc.). The income generated in this budget line is mainly related to the so-called “accounting profit” and is rather technical in nature. This line also accumulates certain income from special events such as summer schools or language courses. This line doesn’t contain significantly large amounts to be explained separately in the budget implementation report.

Expenses

According to the financial plan, the following distribution of costs is expected: 71,6% for staff costs, 6,8% for student financial support, less than 1% for student activities, less than 1% for the development of academic staff, 2,4% for the Belarusian academic infrastructure and networks, 11,9% for operating costs, 2% for institutional advancement and development, 4,1% for special and advanced projects.

The share of the spent budget as of September 30, 2017, compared with the planned allocation of funds: 70,3% for staff costs, 6,5% for student financial support, 0,3% for student activities, 0,9% for the development of academic staff, 1,3% for the Belarusian academic infrastructure and networks, 12,2% for operating costs, 1,8% for institutional advancement and development, 6,7% for special and advanced projects.

EHU spent 97,5% of projected costs.

It should be noted that:

- Note 10 (staff costs). 4,3% less than projected. As the donors planned to reduce their support in AY 2016-2017, it was decided to reorganize the University structure and reduce the costs for general administration, academic administration and faculty, thus balancing the budget.
- Note 11 (financial support for students). Decreased by 6,7% compared to the financial plan for AY 2016-2017.
- Note 12 (student activities). To cover the expenses of the Student Service. This budget line has been decreased to balance the budget.
- Note 13 (faculty development). Expenditures under this budget line were 7% higher than projected, due to the urgency to improve faculty development.
- Note 14 (Belarusian academic infrastructure and networks). Less funds were used than projected due to the cuts and savings in order to balance the budget.
- Note 15 (operating costs). Operating costs are in line with the projected budget.
- Note 16 (costs of income-generating programs). This item has not been projected in AY 2016-2017 budget.
- Note 17 (institutional advancement and development). The decrease by 12,6% is related to the need to balance the budget.
- Note 18 (special and advanced projects). This line covers the costs associated with project grants. The overdraft of this budget line is mainly related to the Erasmus program and the reimbursement of expenditures incurred when implementing project grants. It was impossible to project these expenses when calculating the budget. It should be noted that this overdraft does not fundamentally alter the University's overall situation, since most of the expenses on this budget line is financed by the grants indicated in line 1 “Secured funding”.