



European Humanities  
University

# ANNUAL REPORT

OCTOBER 1, 2013 TO SEPTEMBER 30, 2014

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*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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## FOREWORD

### 2013-2014: A Year of Reconciliation and Resolution

In the lives of all individuals, there will inevitably come a moment in time when accounts must be reconciled and issues resolved. This is equally true for all great endeavors. The year of 2014 was such a time for the European Humanities University. As the University community approached its tenth year in political exile from its Belarusian home, the accumulated effect of first, the years of establishment and confrontation in Minsk, and second, the years of Lithuanian relocation and reestablishment, had taken its full toll on its dedicated community of educators and leaders.

The University's Governing Board recognized the moment called for serious self-reflection and decisive action. With determination, they turned their attention to the central issues that would define the future of the University. These were the reestablishment and strengthening of a stable academic *collegium* physically present in Vilnius, fully functioning in accord with the expectations and laws of its host country; a review and revitalization of the University's governing Statutes, focused on reinforcing and strengthening the original founding principles of free and politically unfettered thought, democratic governance, and high academic standards; and, financial security that would balance the dual educational and political dimensions of the institution's mission.

Beginning with the decision to bring the University's hiring and personnel policies into full compliance with Lithuanian law, the Board committed significant and necessary financial resources to a faculty hiring and re-hiring process in accord with the contractual requirements of their new land and the enrollment needs of the student body. As difficult as such a transition could only be, the Board established a Hiring Commission that completed its work with the result being a fully legally contracted faculty with a commitment to a greater physical presence to one another and to our students in Vilnius. This was an administrative accomplishment of some significance.

Accompanying the Board's faculty personnel initiative was their determination to review the University's administrative and financial structures and operations, accompanied by an overall review and revision of EHU's Statutes. To this end, additional administrative assistance and expertise was sought through the creation of a new senior level position, initially conceived of as Provost and Chief Operating Officer. Though the position went through redefinition as a result of administrative restructuring by the Board, resulting in a reorganization that included both the position of Rector and the new position of University President, additional administrative expertise was fully brought to bear on the goals the Board had established. This resulted not only in the successful implementation of the hiring process, but a completed review and approval of revised institutional Statutes.

Critical to the Statutes' revision was the creation of an "Oxbridge"-style shared-governance structure that significantly increased democratic faculty and student participation in the decision-making processes of the University. With a new internal faculty committee structure and a newly created joint administration-faculty entity, the University Council, the values that were originally ingrained in EHU's founding were strengthened and reinforced.

As the year drew to a close, the University's General Assembly of Part-Owners, on the recommendation of the Governing Board, elevated Founding Rector, Professor Dr. Anatoli Mikhailov to the new position of President of the University with the intention of providing greater possibilities to expand and strengthen EHU's external relationships, both educationally and financially. Appreciating the President's

unique status as the Founding Rector and extensive experience throughout the Western world, the Board recognized that the creation of such a position, working in conjunction with a University Rector, addressed hitherto unaddressed opportunities to increase political and financial support for EHU's mission. A search by the Governing Board for the new Rector is currently underway with an anticipated conclusion no later than March 1, 2015.

Understandably, facing and undertaking such evolution and change within a short period of time poses very significant challenges, both internally and externally, particularly for such a young academic community. But it is the great importance of EHU's mission and the immediacy and urgency of the political and financial threats to the University's present and future that requires such bold and, indeed, courageous action on the part of the University as a whole. Hesitancy at such a time as this would be irresponsible.

Professor Dr. G. David Pollick  
Acting Rector

## INTRODUCTION

The mission of the European Humanities University (EHU) is to facilitate and deepen the contribution that its students, graduates, and faculty can make to the quality and potential of their own lives and to their respective civil societies. By so doing, they contribute to Belarus and its integration into the European and global community.

An education at EHU does more than immerse students in a range of subjects and disciplines. It promotes a transdisciplinary approach, as well as the critical thinking skills that empower them to develop innovative solutions, ideas, and enterprises. At EHU, students study media and communications, visual design, cultural heritage and tourism, law, foreign languages, political science and public policy, gender studies, critical urbanism, and business administration by combining theory and practice through interactive, hands-on learning opportunities.

For students and scholars from Belarus, EHU is a haven of academic freedom: the only Belarusian University that operates in a free and democratic environment. Founded in Minsk in 1992, EHU became a “university-in-exile” in 2004 after it was shut down by Belarusian authorities for standing up to assaults on its academic freedom. The University relocated to Vilnius the following year and currently operates as a fully accredited Lithuanian and European institution of higher learning.

EHU remains committed to its Belarusian identity while seeking closer integration into the international academic community. It will return to Belarus when the academic freedom and independence of the University can be assured. In the meantime, EHU maintains a presence in Belarus through its Minsk-based Propilei preparatory school, advisory offices, EHU Press, and other forms of outreach.

EHU’s participation in mobility programs like Erasmus and EHU students’ right to travel freely within the European Union’s visa-free Schengen Area help acquaint them with the rest of Europe and the advantages of European integration. EHU faculty participate in academic projects that promote international and interdisciplinary research and teaching. EHU’s Alumni Association offers ways for alumni to benefit from staying in touch with each other and their *alma mater*. A majority of EHU alumni lives and works in Belarus—mostly in the private sector. Through their work, they are contributing to the development of an open Belarusian civil society and a vibrant Belarusian culture attuned to developments outside the country.

It is against the backdrop of the aspirations and courage of its students, faculty, alumni, and staff that the Governing Board, the General Assembly of Part-Owners, and the administration of EHU regularly review the progress of the University. This Annual Report provides an overview of the European Humanities University’s performance, development, and achievements during Academic Year 2013–2014.

## GOVERNANCE

The European Humanities University has been led by Rector Anatoli Mikhailov since its founding in Minsk in 1992. An internationally respected scholar of German philosophy, Professor Mikhailov sought to create an alternative to the system of education that Belarus had inherited from the Soviet Union.

Inspired by the model of the Western humanities/liberal arts university, Professor Mikhailov and a group of like-minded colleagues founded EHU. When the Belarusian government closed the University in 2004, Professor Mikhailov went into exile and has not returned to Belarus since.

Following EHU's relocation to Vilnius, Professor Mikhailov was reappointed to the position of Rector by the University's General Assembly of Part Owners on the recommendation of EHU's international **Governing Board**. He is assisted by a Rectorate comprised of **three Vice-Rectors** who lead a multinational faculty and staff. During the reporting period, the Rectorate was joined by Professor G. David Pollick (United States), who was designated Provost or First Vice-Rector and served as a consultant to the Rector.

Academic staff and students serve on EHU's **Senate**, a self-governing body whose duty is to ensure the quality of education and research and is responsible for academic planning and programs.

Students also elect a **Student Union**, an autonomous student government that participates in University decision-making, as well.

EHU's **Governing Board** is composed of experienced educators and policymakers responsible for the strategic direction, finances, and effective functioning of the University.

The **General Assembly of Part-Owners** consists of organizations active in the Central and Eastern European region and is composed of representatives of the organizations that were instrumental in re-establishing EHU in Vilnius.

EHU's governance structure is described in detail in the University's **Statutes**. The **Statutes** and other key documents are available online on the University's website, [www.ehu.lt](http://www.ehu.lt).

In September 2014, a year-long process of governance reform was completed. New Statutes were adopted by the Governing Board, approved by the General Assembly of Part-Owners, and legally registered in Lithuania. Academic Year 2014–2015 commences with the following changes in place:

- The position of President is established and Founding Rector Professor Anatoli Mikhailov becomes the first president of EHU
- Professor G. David Pollick is appointed Acting Rector as of 1 October 2014 and will manage the University while an open competition for the position of Rector is being conducted, to be completed by March 2015
- A Senate comprised of all faculty employed by the University at least 27 hours per week and five student representatives and the Vice-Rector for Academic Affairs begins work in accordance with the new Statutes
- A University Council comprised of the Rector, Vice-Rectors, heads of departments, and chief financial officer is established to work on strategic issues including the budget, overall strategic plan, quality review, study programs and other opportunities



## EDUCATION AND RESEARCH

The European Humanities University offers undergraduate and graduate degree programs in both “low residence” (“LR”) (i.e., distance learning) and “high residence” (“HR”) (on-campus) modes as well as non-degree courses in the humanities and social sciences. Low residence students reside off-campus and participate in online courses and periods of face-to-face meetings with instructors and fellow students. High residence students attend classes and live in Vilnius. Graduate programs at EHU are conducted in a “blended learning” format that combines face-to-face and online instruction.

Courses at EHU are taught primarily in Russian, with about 5% taught in Belarusian and about 20% in other languages (English, German, Lithuanian, and French). The number of courses taught in English is slated to rise to 25% as the University continues along the path towards increased integration into the European educational space.

Four academic departments and four educational centers (including a new Foreign Language Center) administer more than a dozen degree programs at both undergraduate and graduate levels while maintaining and enhancing the University’s overall focus on the liberal arts.

A liberal arts/humanities university is rather atypical for Central and Eastern Europe. The model stands in contrast to the contemporary model of higher education prevalent in the region that tends to focus on training students for professional careers and too often does little to promote the sort of trans-disciplinary and critical thinking skills that constitute the core of a liberal arts/humanities education.

At EHU, Bachelor students take four one-semester “foundational” courses: “Introduction to Humanities Knowledge,” “Science and Technology in Knowledge Societies,” “European Culture and History,” and “World History from an Anthropological Perspective.” Students then choose two courses from each of the following four modules: Philosophy and Religion; Politics and Law; History, Literature, and the Arts; and Economics, Psychology, and the Arts. This combination of four required courses and eight elective courses constitutes EHU’s core curriculum. In addition to completing the core, students choose their specialization from among the programs offered by the academic departments described below.

EHU began Academic Year (AY) 2013-2014 with 1,455 students. By the end of the Academic Year, 228 students had graduated from the University and 423 new students were admitted. Despite the challenges of a large-scale reorganization that took place during the reporting period, the University was able to carry out its academic activities without significant disruptions.

During the reporting period, the EHU community was focused on the following:

- Reorganization that consolidated and established a core faculty of the University with improved working conditions and creates a basis for an increase in the number of courses offered by faculty holding a PhD and the number of courses taught in English (for a detailed description, see Human Resources and Reorganization)
- A voluntary evaluation by the European University Association in preparation for Lithuanian reaccreditation (a full report is available on the University’s website, [www.ehu.lt](http://www.ehu.lt))
- The Lithuanian reaccreditation process that began in Spring 2014 with a self-evaluation report (the process continues in October 2014 with the visit of a team of external evaluators and ends late 2014 with a final report of the results)

- New forms of recruitment and pre-university activities, including the establishment of a Recruitment Office and a Language Summer School in Vilnius for high school students from Belarus, among others; for prospective students from Belarus: new distance learning language courses and the possibility to take admissions examinations in Minsk
- Preparing the groundwork for the establishment of an EHU Transformation Studies Center and related initiatives with the assistance of colleagues and partners of the University in Lithuania and Germany
- Faculty professional training in distance learning (DL) methods and in the “Writing and Thinking” methodology developed by Bard College (seminars took place in Vilnius, St. Petersburg, and the United States)
- Initial discussions concerning the revision of EHU’s Core Curriculum
- Developing, certifying, and implementing a range of new generation DL courses as part of the University’s long-term DL strategy
- Activities promoting student and teacher international exchanges as part of EHU’s internationalization strategy

For details and statistics on students, faculty, and research see Table 1, 2 and 3 in the List of Tables.

## Department of Media

EHU’s Media Department is the largest academic department of the University. In 2014, 115 students graduated from programs offered by the Department and 215 students were admitted.

During the academic year, the department’s faculty and students were involved in media- and design-related creative activities such as the following:

- A poster competition—“Belarus in World War I”—launched in April by Visual Design and Media faculty to demonstrate what World War I means to the region in which military actions took place. During the competition a public lecture on “How History Is Shaping Design and Design Shaping History” by Dutch designers Peter Zuiderwijk and Karin Mientjes was held. The competition included master classes by designers Yuri Gulitov (Moscow) and Dmitry Macon (Tallinn). The best student posters produced during the classes were exhibited on campus.
- Yuri Gulitov held a public lecture on “The Font and the Modern Poster” arranged by faculty at Gallery Ź in Minsk.
- EHU faculty members Sergei Seletsky and Vladimir Dovgiallo (Visual Design and Media) conducted a workshop, “Point. Line. Spot” in Minsk, St. Petersburg, and Kaliningrad. An exhibition of EHU student works was presented as part of the workshop.
- Posters designed by EHU students and graduates were selected for inclusion in the International Biennale Poster “Golden Bee” in Moscow. Of the twelve participants from Belarus, six were students and graduates of EHU’s Visual Design and Media program: Anna Aksenova, Victoria Andrukovich, Anastasia Duchinskaya, Pauline Keda, Anastasia Kulazhenko, and Anastasia Kuchinsky.
- During Spring Semester, a course for Bachelor students of Visual Design and Media was conducted by Peter Zuiderwijk. One of the course’s outputs was the creation of a brochure on the representation of Belarus in the Belarusian media. The course focused on the topic “Belarus and Belarusians for Europeans.” Read a description of the project here:

<http://ehudesign.squarespace.com/afisha/2013/5/31/meeting-lithuanian-strangers-explaining-belarus.html>, and how the process was conducted here:  
<http://ehudesign.squarespace.com/re-views/588367275943/>

The Media Department will begin the next year with 55 faculty and 727 students enrolled in the Department's three programs: the Bachelor program in Media and Communication; Bachelor program in Visual Design and Media; and Master program in Cultural Studies.

## Department of History

The Department of History aims to be an open environment for studies and research focusing on Belarus with an international outlook. Towards the implementation of this goal, a proposal for a specialized Belarusian Studies module within the framework of EHU's BA study programs was prepared. Strengthening the aforementioned initiative, the Department took part in organizing a contest in Belarusian Studies dedicated to the history, language, and culture of Belarus (organized by Associate Professor Y. Bachyshcha and Lecturer S. Chareuski). The contest sought to attract highly motivated high school graduates from Belarus to choose EHU and to facilitate a deeper interest in Belarusian issues in general.

As a result of faculty reorganization, three professors, eight associate professors, seven lecturers, and two assistants signed one-year labor contracts to work for the History Department next year. One professor and one lecturer signed five-year contracts after being selected by the international faculty search committee. The new faculty team will begin delivering the Department's Bachelor programs in Cultural Heritage and Theory and Practice of Modern Art, and a Master program in Historic and Cultural Heritage to 311 students next year.

Faculty reorganization also provided an opportunity to revise programs carried out by the Department. New courses in the Belarusian language were introduced (e.g., Bachelor level "Акадэмічнае чытанне і пісанне; Станаўленне гарадской цывілізацыі ў Беларусі") as well as courses in English at the BA level (e.g., on tourism marketing) and Master level (e.g., on project planning in the sphere of cultural heritage protection). Recruitment into the Bachelor program, Cultural Heritage, was mostly successful. 26 students will join as High Residence students and 56 as Low Residence. The Master program Historical and Cultural Heritage was not as successful: the program enrolled only eight first-year students. Improvements in both recruitment and study plans for this program are a top priority for the Department in AY 2014–2015.

The Department launched a new DL course in Cultural Heritage and Tourism. The course is intended to attract students to EHU's Cultural Heritage program. The course was implemented with the participation of EHU Cultural Heritage students who helped faculty in course-related activities and excursions in Vilnius and Grodno. On the Master level, a series of seminars dedicated to research and interpretation of historical and cultural heritage were organized for students. One of the events—a seminar dedicated to issues of interpretation and "museumification" of traumatic heritage—was conducted together with experts from the Tuskulėnai Peace Park complex in Vilnius (organized by Professor I. Ramanava).

In 2012–2013, the Department of History submitted an application to the American Fulbright Program. A candidate to teach at EHU was approved and, in Spring Semester 2015, the five-credit course "History and Memory" will be taught by visiting American researcher Lynn Lubamersky (Boise State University).

The Department continues to promote research and study of Belarusian cultural and historical heritage in the archives, museums, and libraries of Lithuania. In cooperation with the Lithuanian Central State Archive, a publication on Belarusian materials is being prepared by Assoc. Professor A. Charniakevich. The Department was also involved in organizing EHU's Colloquium Vilnense research seminars dedicated to history and heritage issues of national minorities in Lithuania and Belarus (in cooperation with the EHU Center for German studies, Vilnius University's Faculty of History, the EHU Center for the Study of the Culture and History of Eastern European Jews).

On the international level, three Master students from Pavlodar State University (Kazakhstan) were accepted for research internships at EHU. The ten-day internship program included consultations with professors visiting and working in archives, libraries, and museums in Vilnius and a day-visit to Minsk. Also, Professor Hüseyin Üreten of Adnan Menderes University (Turkey) lectured to students on an Erasmus faculty exchange. Finally, Lector S. Chareuski became a member of the Union of Belarusian Writers.

## Department of Law

The Department of Law prepares legal professionals for work in the fields of international and European law. An important component of the Department's programs is the acquisition of pedagogical skills that enable graduates to transfer their knowledge to new generations of students.

In 2014, 28 students graduated from programs offered by the Department and 56 students were admitted to two Master programs. The Department began AY 2014–2015 with 29 faculty and 232 students.

As part of the faculty reorganization, the Department signed three five-year labor contracts with faculty, the functions of the Department's administrators were restructured, and a Departmental Committee was established.

In AY 2013–2014, the Department announced the launch of a five-year combined LLM program in International Law and European Union Law. The first cohort of 49 students was enrolled in this program during the academic year. A certificate (non-degree) program in International Financial Law was introduced in partnership with Chicago-Kent College of Law. The first graduates of the program received their certificates in May 2014. The Department continues work on establishing new Master programs with Bordeaux IV University (France), the National University of Tax Service (Ukraine), the National Academy of Civil Service (Ukraine), and some Russian universities. The Department was also involved in preparatory work for the EHU Center for Transformation Studies.

During the academic year, the department's faculty and students were involved in the following activities:

- Two sessions of conferences in collaboration with Nordic Summer University in Vilnius
- A conference on "Spanish Lessons for Eastern Europe" in partnership with Madrid and Extremadura Universities (October 2013); materials from the conference were published in EHU's Journal of Constitutionalism and Human Rights; the Journal received an ISSN in AY 2013–2014 and four issues were published during the academic year with the support of the Council of Europe
- Establishment of a Doctoral Seminar

- Support for the following student research activities:
  - Publication of the journal *Jus Gentium*
  - Participation in EHU's Annual Student Conference (two sections)
  - Participation in Jessup Moot Court competitions and a project to share Moot Court experiences with all EHU law students
  - Student internship program at the National University of Tax Service (Ukraine)
- Collaboration with Glasgow University (course on "European Human Rights") and Colorado University (with Professor J. Kelly: "Negotiations, Legal Writing")
- Lithuanian lawyer Marius Jakulis Jason delivered a series of lectures on intellectual property law and Renata Ivanova of CERGE-Ei on "Introduction to Economics"
- Starting a collection of literature in European and International Law in addition to the rights the University already has to the use of the electronic library of the project "Educating Lawyers in International Law" (lead partner: Freedom House Norway)

## Department of Political and Social Sciences

Following faculty reorganization, 24 faculty were hired to deliver the Bachelor program in Political Sciences and European Studies, Master program in Existential Psychology, and Master program in Public Policy to a total of 44 students. During AY 2013–2014, 24 students graduated and 21 new students were admitted to the Department's programs.

The Department hosted a short-term Fulbright specialist, Professor Lincoln Mitchell of Columbia University. He delivered a cycle of lectures on "Political Regimes in the Post-Soviet Space", devoted to the specific features of political development in post-Soviet countries (using Belarus, Moldova, Russia, and Ukraine as models).

Additionally, the Department forged a partnership with Vytautas Magnus University (Kaunas, Lithuania) in order to launch a new joint Bachelor program on World Politics and Economics, to be taught primarily in English.

The following activities were reported by the Department during AY 2013–2014:

- Participation in the "Political Analytics for Political Parties in Belarus (2013–2014)" project in cooperation with the Konrad Adenauer Foundation (Lecturer Tatiana Chulitskaya and Associate Professor Andrei Stsiapanau participated)
- Ethnological exhibition "The Old-Time Settlers: Vitebskie Starovery" (March-April 2014, Vitebsk, Belarus) conducted by Lecturer Vladislav Ivanov
- Participation in the "Mastership of Public Speech" project, organized for Belarusian pro-democratic parties in cooperation with the Konrad Adenauer Foundation (May–July 2014, Minsk); Lecturer Vladislav Ivanov was involved as a tutor
- Associate Professor Andrei Stsiapanau finalized his post-doctoral research fellowship at the Center for Sociology of Innovation at the Paris Institute of Technology within the Fernard Braudel program of the MSH Foundation
- In January 2014, Lecturer Tatiana Chulitskaya successfully defended her PhD thesis

## Center for Business Education

The Center for Business Education administers EHU's professional Master of Business Administration (MBA) program. EHU's MBA program remains the only academic program that generates a profit for the University.

During the reporting period, two MBA classes graduated: seven students graduated in October 2013 and nine in April 2014. Nadzeya Adamovich and Victor Vasiliuk were recognized as top students in their respective classes.

Two student recruitment cycles were successfully conducted and two MBA groups began their studies in October 2013 and April 2014, respectively. The Center initiated and supported the establishment of the NGO "Baltarusijos verslo klubas" (Business Club of Belarus) in Vilnius, which connects EHU MBA alumni and students.

Center lecturers participated in various research and practitioner conferences and seminars, such as the following:

- November 2013: Lecture of the Ambassador of Ireland for Finland Donal Denhem for MBA alumni, students, and faculty
- May 2014: Leading a panel "Competitiveness of the Firms" at the International Student Conference "Europe 2014: Humanities between past and future"

## Distance Learning Center

Implementing EHU's strategy on strengthening distance learning, the Center for Low Residence and Distance Learning (DLC) intensified efforts to improve EHU's DL offerings by replacing them with newly developed, next-generation DL courses, and upgrading existing courses with new audio and video elements. DLC specialists and University faculty developed nine next-generation DL courses featuring multimedia training materials for students. To develop the courses, about 44 hours of video material was filmed, including 87 short video clips (totaling 346 minutes in length), nine extended lectures (810 minutes) and 105 short lectures (1,500 minutes). Also, 12 educational animated clips with voiceovers were produced. Their total length is approximately four hours.

The DLC's work includes internal certification of DL courses and DL faculty quality control. During the reporting period, 36 newly developed Master and Bachelor degree courses were internally certified and the quality of 202 Bachelor DL courses was checked and certified.

To ensure continuous quality improvements in DL, the DLC delivered professional training and consultations to faculty, including the following:

- Two distance learning training courses on "Communicative Competence: How to Successfully Influence" (3 ECTS, April–May 2014, 22 participants) and "Designing and Teaching DL Courses: Theory and Practice" (3 ECTS, November–December 2013, 11 participants)
- Two training seminars on "Distance Learning: Modern Requirements for e-Learning Materials" (February 2014, 17 participants) and "Improvements in Efficiency of Distance Learning Based on LMS Moodle" (September 2014, 12 participants)

- 309 online and face-to-face consultations provided to EHU DL faculty, of which the most frequent are on setting of parameters of course elements (25%), organization of work within the course and online classes (20%), and placing and editing course resources (materials) (19%)

At the beginning of each semester, DLC staff checked whether course annotations and syllabi were available for each course, as well as whether deadlines were correctly noted. Throughout the academic year, the DLC monitors the quality of teacher communication with students.

## Foreign Language Center

During AY 2013–2014, the Foreign Language Center (FLC) delivered to high residence students a variety of English language courses to 245 students, German language course to 125 students, French language courses to 79 students and Lithuanian language courses to 118 students. The FLC also provided English language courses to 259 low residence students at levels A1–C1.

In addition to language courses, the FLC implemented a range of other academic activities. These included:

- Brief foreign languages classes and quizzes for guests at EHU's Open Door Day
- A pilot foreign languages exam during Open Door Day in Spring 2014 (55 high school seniors took English exams and ten took German exams)
- Francophonie days (with an exhibition of student photographs, a video about French places in Vilnius, and a quiz)
- A creative essay writing contest for high school seniors in Minsk (through EHU's Propilei preparatory school)—15 seniors participated in the contest; three received first place and two received second place; all were awarded a trip to EHU for the annual student research conference
- The first Summer Language School for high school students in July 2014 (19 students participated; the syllabus consisted of 40 academic hours of intensive English language learning as well as after-class activities)
- Creation and administration of foreign language entrance exams
- FLC Facebook page for outreach to students (FLC website is planned for Fall 2014)

The FLC continues to improve the quality of its offerings through co-operation with colleagues in Lithuania and abroad (including Campus Europae, the French Cultural Institute in Lithuania, the Goethe Institute, the British Council, the Institute of Foreign Languages at Vilnius University, Vytautas Magnus University's Institute of Foreign Languages, EHU Center for German Studies, and others). The FLC also provides professional development opportunities to its staff. During the reporting period, the FLC conducted three training sessions for staff and five FLC employees took internships and training in different European institutions in Malta, Germany, and Finland through the Erasmus exchange program.

## EHU Mediahub

The EHU Mediahub media laboratory's purpose is to provide students of Media and Communication, and Visual Design and Media programs with learning facilities that include radio and TV studios and filming/voice recording and editing equipment for educational purposes. At Mediahub, students hone

their practical skills through participation in media projects and initiatives, such as “Vilnius for Students” and worldwide United Nations Television (UN TV), where second- and third-year students of Media and Law film reports to assist EHU newcomers and translate scripts from all over the world for presentation by UN TV.

The project ePramova, supported by the Nordic Council of Ministers in partnership with the National Democratic Institute, involves students in the preparation of video materials for an interactive online video platform that facilitates and promotes interaction between Belarusian politicians and the public (<http://epramova.org/content/o-proekte>). Student activities within the framework of this project include filming and post-production work. During the reporting period, EHU teams filmed and edited 42 short interviews and ten mid-length interviews with representatives of Belarusian political parties (235 minutes in total).

In addition to these educational and project activities, Mediahub staff conduct training seminars for EHU faculty and external professionals. The first two seminars (on writing/editing skills and communication with media) were conducted by the head of Mediahub in cooperation with the OSCE mission in Ashkebat (Turkmenistan) and a private public relations firm.

## Research

From October through March of AY 2013–2014, the University’s research policy and strategy were revised by the Research Division in cooperation with EHU’s Research Council. Based on self-analysis of the University’s research activities during the years 2007–2013, as well as on a review of compliance with recommendations regarding research from the University’s 2009 accreditation and the regulations of the Republic of Lithuania, areas for further institutionalization of research activities at EHU were identified:

1. Strengthening collaboration with European partner structures (in Lithuania and the rest of the European Union) in creating the European Research Area
2. Transformation of EHU’s research funding policy, strengthening institutional support for project activities that move the University away from supporting only individual research activities towards a more collaborative model of research activities (also including an increase in student engagement in research) with wider participation of international partners

The need for institutional support for collaborative research and project activities is stipulated by the objective developmental tendencies of current processes in conducting research. As the first stage of an attempt to create a collaborative research model at the University, the Research Division proposed in 2014 to create a more favorable institutional environment that is supportive of collective project initiatives and widely engages international partners. In compliance with the University’s research policy, “Regulations on Financial Support of EHU Faculty for PhD Defense” and “Regulations on the Competition of Research Projects Conceptions for EHU faculty” were created to strengthen institutional support for a research culture.

In October of 2013, the University’s research performance was evaluated by the European University Association’s Institutional Evaluation Program. The EUA IEP team recommended focusing research management on the following three strategic issues:



1. Restructuring of nine research centers in line with EHU's three research priorities in order to maximize the potential for interdisciplinary research and new doctoral programs
2. Targeting support and introducing incentives for young researchers and PhD supervisors
3. Establishing a research infrastructure capable of applying to the European Union's Horizon 2020 research funding scheme

In winter 2013–2014, a new system of individual research reports was implemented (the system was approved by the Senate in 2013), and the results of EHU faculty members' individual research activities were collected and compiled. These will help guide research within academic departments and the University as a whole.

The following research-related activities took place in AY 2013–2014:

- An international conference, "Evaluating Practical Knowledge in the Social Sciences and Humanities: Research Strategies in the Modern University", was organized; issues of research management in the humanities and problems of collaborative research were emphasized (70 participants, 44 papers)
- An international workshop, "Research Policy Management and Strategies for International Cooperation", took place in Vilnius, organized by EHU's Research Division (with the participation of Moldova State University representatives) and supported by the International Association of Universities
- An international conference, "Existential Interpretation of Being Human in Philosophy and Psychology: Validity and Topicality", was organized by EHU's Topos research center, Vilnius University, and the Kierkegaard Research Center (Copenhagen) (55 participants, 27 papers)
- The third "*Artes Liberales*": a three-week educational exhibition called "Art & Tech-Knowledgies: Spaces of Mediation" was organized in Minsk and focused on the "triple alliance" of art, science, and technology in the space of digital culture (ca. 1,000 participants, 45 events of various kinds: exhibitions, master-classes, public lectures, book presentations, audiovisual projects, film screenings, creative workshops, etc.)
- An international seminar on human rights and international relations hosted by EHU and the Nordic Summer University which became an *ad hoc* session for discussions on the next three years of institutional cooperation in this field (45 participants, 22 papers)
- Center for Advanced Studies and Education (CASE) international research conference "Exploring Borderland (2003–2013)" (56 participants, 46 papers)
- International research conference "Transnational Business and Human Rights in the Context of the United States, European Union, and International law" (30 participants, 10 papers)
- Monthly research seminar series "Colloquium Vilnense" and "Religion and Citizenship" organized by EHU's German Studies Center and Departments of History and Media in cooperation with Vilnius University and the Vilna Gaon Jewish State Museum (350 participants, 20 papers)
- International Workshop on "Online Teaching and Learning in Higher Education" organized by EHU Research Division together with EHU's Center for Low Residence and Distance Learning and representatives of Scientific Cooperation between Eastern Europe and Switzerland (SCOPES) in order to develop a new research educational project in the field of distance learning

During the reporting period, a new academic and research project, the Transformation Studies Initiative, was developed to promote research and studies in transformation from a regional and comparative perspective.

In AY 2013–2014, 58 faculty members published 263 publications, including 85 articles, 22 monographs and theoretical works, three textbooks, and 153 other publications (reviews, research papers, analytical papers). Twenty-seven publications were accepted by publishing houses to be printed during the next year. The University’s PhD students published eight articles and submitted ten for publication. During the reporting period, 156 research and creative events were organized by EHU faculty, research centers, academic departments, units, and the Research Division. More data is provided in Table 3 in the List of Tables.

## STUDENTS

### Admissions

For the past several years, the number of high school graduates in Belarus and the region has been falling precipitously—by nearly one-third since 2011 in Belarus. To better respond to this demographic challenge and boost enrollment of new students, EHU established a centralized Recruitment Office in 2013. To advise the Office, a Recruitment Committee comprised of representatives of various relevant University units and departments was also established.

The reporting period saw the first recruitment campaign conducted and coordinated by the Recruitment Office. The campaign was designed to raise awareness about the University through special events focused on particular study programs. This represents a shift away from an approach that was based primarily on “flagship” activities and consultations.

The reporting period saw implementation of the following activities:

- Day-to-day activities: advising prospective students and their parents, coordinating the work of student volunteers, collaborating student recruitment activities with EHU structural units, Recruitment Committee and reporting
- Marketing: promoting the University and study programs in print and online media and placing ads in Belarus, Lithuania, and Ukraine; participating in educational fairs in Ukraine, Georgia, and Kazakhstan; implementing the “EHU Express” marketing campaign in cooperation with Lithuanian State Railways; and disseminating EHU promotional materials
- Flagship activities: carrying out two Open Door Days events for prospective students and a Master’s Colloquium for prospective Master’s degree students
- Study program-focused recruitment activities: delivering a variety of distance courses, on-campus, and blended events for prospective students related to each study program or focused on EHU’s distinctive offerings such as foreign language instruction and a focus on Belarus (15 activities in total)

The following student recruitment results were achieved:

	BA HR	Change from Previous Year	BA LR	Change from Previous Year	MA	Change from Previous Year
Applied	152	-3.8%	315	0%	95	-15.9%
Admitted	123	-8.2%	220	-5.2%	80	+2.6%

While the decline in applications and admissions roughly mirrors negative demographic trends, one positive trend is the increasing diversification in geographic origin of new students. Previously, students and prospective students were coming to the University predominantly from Minsk.

Other factors negatively impacting recruitment efforts included:

- Negative media coverage (esp. during faculty reorganization, particularly during prime recruitment season, i.e., January–March 2014)
- Sizeable student drop-out rates

Based on surveys of enrolled students, attention is being focused on the causes of and cures for drop-out rates and the following measures will be implemented during Recruitment Campaign AY 2014–2015:

- Reform of enrollment procedures
- Revision of study programs open for enrollment
- Increase in outreach to parents of prospective students
- Focus on the changing geography of prospective student body

For more admissions-related statistics and trends, see Table 1 in the List of Tables.

### Support for Student Activities

Two units within EHU work closely with students to support their activities, initiatives, and interests: EHU’s Student Service and the International Education and Career Advising Center (IECAC).

The Student Service supports students’ social and research activities. Throughout AY 2013–2014, the Student Service promoted student activities in collaboration with a range of partner organizations, including Youth Association StudAliance, BYWatch, the Belarusian Dream Theatre (Oslo), the Barys Zvozkau Belarusian Human Rights House, and others. Also, the Student Service closely collaborated with course leaders, volunteers, and active students willing to participate in a range of international events taking place both at EHU and beyond.

Twenty-five student cultural projects were supported by the Student Service. While implementing their projects, students had an opportunity to practice their teamwork skills and develop their own initiatives and management skills. Cultural events organized by the Student Service contributed to a greater variety and higher quality of student life at EHU. The projects and events also helped identify active students whom the Student Service is planning to further engage in various activities and events.

A number of these projects and activities had a strong Belarusian focus, including the Belarusian language club, “Together in Belarusian”, the Day of Belarusian Wikipedia in Vilnius, “Belarusian Documentary in Theory and Practice” (workshop), and concerts by Belarusian bands, among others.

The IECAC—staffed by employees of American Councils for International Education, and co-sponsored by the US Department of State and the Open Society Foundations—actively participated in all major student events at EHU, including orientation week for first-year students; Fall and Spring “EHU Open Door Days”; a presentation skills workshop, “How to Make the Case for YOU” (January 2014); and an alumni-led session on interviews and CV writing for EHU students (April 2014). Staff also provided individual and group consultations to EHU students and conducted presentations for various EHU guests.

During AY 2013–2014, the IECAC, working with the Department of Development and Communications, helped place 14 EHU students in internships at companies and NGOs: two performed internships at PACT; two at Avia Solutions Group; four at the Holiday Inn; six students from the Media Department

were engaged in work with various companies; two students had an opportunity to intern for the journal *Za Granicy*; and four participated in a media project conducted by the United Nations, editing various media materials. In general, all companies provided positive feedback on EHU student performance and said they are willing to accept more EHU students next academic year. Unfortunately, students' limited knowledge of the Lithuanian language proved a barrier to placement with some companies and students.

The IECAC organized regular outreach trips to Belarus during the reporting period. These trips provide opportunities to share information about opportunities available through the IECAC, including programs for study in the United States, and about EHU activities, as well. The IECAC was able to connect with at least 650 Belarusian young people by visiting partner organizations in Minsk, primarily through the Public Affairs Section of the US Embassy in Minsk. The IECAC helps promote EHU through its independently established Facebook group, Education Opportunities for Belarusians, which currently reaches 6,226 members as well as through a group on the Russian social network site VKontakte, which currently has 2,491 members.

## Alumni

The University's program of intensive outreach to alumni entered its third year with alumni gatherings in Minsk, New York City, and Vilnius. Contact with alumni is expanding and intensifying; alumni becoming more engaged with their alma mater and showing increasing interest in joint activities and events.

More than 180 alumni, faculty, and current students gathered for EHU's annual alumni reunion in Minsk on February 28, 2014. The reunion featured presentations of alumni projects, a performance by the popular band Adis Abeba, and a retro-themed party at the Piraty Club. This was the largest meeting of EHU alumni to date.

The third annual EHU Alumni Homecoming was held in Trakai, Lithuania with a turnout of nearly 100 alumni—also the largest Homecoming to date. Participants discussed a draft statute for the EHU Alumni Association and candidates interested in leading the Association introduced themselves. Elections of the Association leadership are scheduled for November 2014 and will be conducted online to engage alumni who could not be present at Homecoming.

Vladislav Androsov (MA Class of 2012) was named EHU's second Distinguished Alumnus. Within two years of graduation, he has become head of two tour companies: Med Travel Belarus organizes health services for foreigners in Belarus and Elite Med specializes in selecting medical clinics abroad at which Belarusian patients can be treated. Last year's Distinguished Alumna was journalist and civic activist Aliaksandra Ihnatovich (MA Class of 2012).

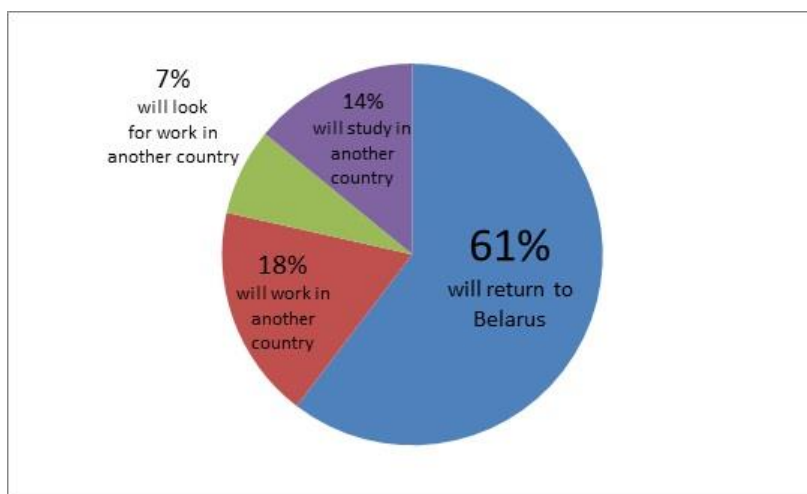
The second EHU Alumni Scholarship was awarded to Yelizaveta Biarezinchuk, a third-year undergraduate student of International Law. Her selection was determined by a vote of alumni donors whose generosity makes the Alumni Scholarship possible.

The number of users of EHU's Alumni Facebook group has grown from 439 to 510 members over the past academic year. Pages have been created for such alumni initiatives as the Minsk Alumni Club (61 members), Vitebsk Region Alumni Club (10 members), and the EHU Alumni Travel Club (144 members). Alumni are regularly informed about alumni-related news and opportunities via social networks and a mailing list, which grew from 611 to 765 contacts during the past year.

In March 2014, EHU alumni in Vilnius initiated a LitPro project to help EHU’s first and second-year students better integrate into Vilnius life. The project featured an on-campus panel of four alumni speakers working in Vilnius for such companies and institutions as Lithuanian State Television, the National Democratic Institute, Western Union, and the Vilnius Street Art Museum. The project continued with visits to the offices of companies at which EHU alumni work.

In March 2014, 29 EHU students received their Master’s degrees at a graduation ceremony that took place on the EHU campus. According to survey results, 68% of them planned to return to Belarus.

According to a survey of graduating EHU students conducted on graduation day (July 11, 2014), 61% of respondents will be returning to Belarus immediately after graduation—the highest percentage since measurements began; 18% plan to work in other country, 14% will study in another country, and 7% plan to look for work in another country. Sixty-seven percent of graduating students participated in the survey.



Alumni are also becoming more involved in student recruitment efforts. Alumni speakers participated in “Open Door Days” both in the Fall of 2013 and Spring of 2014. In March–April, 2014 an alumni video was produced that introduces EHU to prospective students.

For a selection of alumni success stories, see Table 5 in the List of Tables.

## LOCAL AND INTERNATIONAL

### Impact on Belarus

#### **EHU as a Belarusian University in the European Union**

EHU is a Belarusian university founded in Minsk that continues to serve Belarusian students (more than 95% of the student body) as a “university-in-exile”. As such, EHU aspires to return to its home country, Belarus, and serve the common good of its society through the pursuit and exchange of knowledge and understanding, and the advancement of independent thinking and free expression there. EHU will return when circumstances permit without compromising the University’s mission and core values, especially academic freedom. Until then, EHU will operate in Lithuania, offering Belarusian students an opportunity to participate as individual Europeans in the process of building a more integrated Europe.

Unlike institutions of higher learning in Belarus, EHU encourages the use of the Belarusian language. Students are free to speak and submit papers in Belarusian, if they choose. Several courses at EHU are taught in Belarusian. Recently more than half of all graduate and undergraduate theses have been Belarus-focused and a number of them are written in Belarusian. More than 95% of EHU’s core faculty is Belarusian as are more than 60% of the University’s administrative employees. More information on EHU’s Belarusian characteristics is provided in the appendix “Belarusian Characteristics”.

Since its relocation to Vilnius, EHU has graduated more than 1,500 students, mostly Belarusians. Since its founding, the University has graduated nearly 2,330 students. More than 60% of these graduates live and work in Belarus. Many of the rest have continued to pursue graduate degrees either at EHU or other universities abroad.

As the number of Belarusians with university degrees from EHU and other universities that operate in free and democratic environments continues to grow, so their influence and impact on Belarusian society can be expected to grow, as well. To support and enhance relationships among such Belarusians both in Belarus and abroad, EHU helped establish and supports the activities of a new organization known as Global Belarusian Leaders. EHU alums are active in its leadership.

#### **EHU as a European University with a Footprint in Belarus**

While EHU must, for the time being, operate in exile, it does so while maintaining and, whenever possible, expanding its presence in Belarus. EHU maintains a Minsk-based advisory office as well as the Propilei preparatory school, the EHU Press, and other forms of both face-to-face and online outreach, all the while striving to make it as convenient as possible for Belarusian young people to benefit from contact with EHU and its programs and activities. To bring it into close contact with young Belarusians interested in studying at EHU, an entrance exam was administered to 350 candidates in Minsk in May-June, 2014.

During AY 2013–2014, 135 Belarusian high school students took pre-university courses at Propilei. About 80% of them successfully passed entrance exams and were admitted to EHU.

Working within the limits of what the authoritarian government of Belarus allows, EHU focuses its development on both a virtual and physical presence in Belarus. EHU’s virtual presence in Belarus takes

the form of its web-based distance learning offerings as well as other online communications media, including a strong online presence in relevant social media.

Currently, more than 50% of EHU students are studying in Low Residence (distance learning) mode. The vast majority of these students live in Belarus. In the near future, EHU plans to create a nation-wide network of mentors inside Belarus who will provide more individualized support to existing students and assist with outreach to prospective students and alumni.

As important as EHU's virtual presence has become, EHU's physical presence in Belarus is no less significant. EHU faculty and researchers are active members of the Belarusian academic community. Despite pressure and restrictions, EHU continues to expand its efforts to participate in social and academic life in Belarus via cultural, scientific, and educational events, and student and alumni activities in partnership with local organizations.

### Cultural Integration

Since 2007, the LitPro project, established at EHU with the support of the Lithuanian Ministry of Foreign Affairs, continues to implement its goal of promoting intercultural dialog, mutual understanding, and cooperation between Lithuanians and Belarusians.

LitPro activities are mainly focused on intercultural dialog between Lithuania and Belarus. One of the most successful activities is the annual Kino Belarusian-Lithuanian festival of no-budget cinema, which was held in Vilnius in summer 2014. Approximately 25 participants from Belarus took part (including some EHU LR students). A workshop on animation, organized and supported by LitPro, involved 15 students of EHU and included round table discussions. LitPro also supports the annual "Artes Liberales" program, which takes place in Minsk and is free and open to the public.

LitPro also organizes Lithuanian language courses for members of the EHU community and brings together student volunteers to participate in "Rays of Goodness", the goal of which is to form a creative community among EHU students and students of other Lithuanian universities who organize activities for children living at the Gilė home for children. This year "Rays of Goodness" participants held a fundraiser with the support of the international New York-based children's charity Les Couleurs NYC and the Department of Development and Communications. Funds will be used to support activities with children from Gilė children's home.

### International Cooperation

EHU's International Relations Office, in cooperation with other units and departments, coordinates and promotes international cooperation at EHU.

At the beginning of 2014, EHU received its Erasmus+ 2014–2020 Charter. The University was also awarded a Diploma Supplement Label. It is given to those institutions that have demonstrated excellence in applying the Diploma Supplement—a European instrument that makes teaching and learning more transparent and facilitates the recognition of studies and qualifications.



Also in 2014, EHU received Erasmus+ scholarships for student and staff international mobility in the amount of EUR 75,156 from the European Commission, European Structural Funds, and the Lithuanian State Budget. These funds will be used for AY 2014–2015 activities.

EHU received additional funding to support outgoing student mobility and was able to provide Spring Semester scholarships in the amount of LT 41,000 on top of EUR 57,928 which comes from the overall scholarship fund. During AY 2013–2014, 25 students were granted Erasmus scholarships; six of them have prolonged their studies abroad to a second semester. Four students participated in bilateral student exchanges with the University of Oslo in Fall and Spring semesters. At the same time, EHU attracted 26 exchange students from other universities. The International Relations Office also recruited some fee-paying students from Kazakhstan for short-term study. Eighteen EHU staff members participated in the Erasmus staff training mobility program to enhance their professional qualifications in international relations, communications, marketing, and fundraising.

In accordance with new Erasmus+ regulations, EHU has updated 50 bilateral agreements combining 121 arrangements for exchanges between academic programs. In addition, the very first Erasmus+ Multilateral Agreement has been arranged within the Campus Europae Network. This agreement increased our partner network by three new member institutions.

The increase in EHU bilateral agreements has improved the international visibility of EHU. In total 19 incoming staff member from different partner universities applied for Erasmus staff training or teaching assignments at EHU for AY 2013-2014, and two teachers will arrive next year as Fulbright lecturers.

EHU continues its collaboration with the European University Foundation–Campus Europae. Each year the International Relations Office hosts the Campus Europae annual conference, which gathers representatives of more than 20 partner universities at EHU.

EHU was represented at the Seventh Education and Career Exhibition in Baku, Azerbaijan; “Education Abroad 2013” in Kiev, Ukraine; “International Education Fair” in Tbilisi, Georgia; and the “International Education Fair: Education and Career” in Almaty, Kazakhstan. These exhibitions are supported and funded by the “Study in Lithuania” program. This program is supported by the Lithuanian government and is covered by the ESFA Lithuanian higher education international development project.

EHU’s International Relations Office hosted the annual Campus Europae Coordinators Meeting. Representatives of 18 partner universities and the Campus Europae secretariat participated in joint information sessions and workshops organized by the International Relations Office. In addition, the General Secretary of Campus Europae Professor Dr. Christoph Ehmann took part in the international faculty hiring process that was part of this year’s faculty reorganization.

Starting in AY 2013–2014, EHU has renewed its participation in the Lithuanian state scholarships program which covers second-cycle tuition fees and provides applicants with a scholarship of EUR 6,400 per study period. The program’s target audience is graduates in post-Soviet countries, including Belarusians. For the time being, two students are enrolled in this program at EHU, while the University receives two grants for postgraduate students in the amount of EUR 16,851.

A map illustrating EHU’s international cooperation is provided in Table 4 in the List of Tables.

## INSTITUTIONAL DEVELOPMENT AND OUTREACH

### Human Resources and Reorganization

At the start of AY 2013–2014, a total of 293 individuals worked in 191.8 FTE positions at the University. Of these, 190 were faculty members: 96 individuals in 82 FTE positions were permanent and akin to full-time and 94 individuals filled an additional 18 FTE positions on a part-time basis. Throughout the year, the University's administration undertook the planning and implementation of a process of faculty consolidation, including a competitive hiring process.

The process was not without difficulties, including challenges from the University's Senate, which claimed the process would short-change existing faculty. Debates were heated at times and spilled out into the Belarusian and Lithuanian media. Demonstrations were organized by a small number of faculty outside the Lithuanian Ministry of Foreign Affairs during an Assembly of EHU Trust Fund Donors and near the meeting place of the Governing Board.

These challenges notwithstanding, EHU carried out the reorganization and begins Academic Year 2014-2015 with a consolidated staff of 253 individuals in 176.75 FTE positions.

In February 2014, the first phase of a core faculty hiring process was announced: an open competition inviting qualified scholars interested in the advancement of humanities education to apply to 17 full-time positions in EHU's academic departments (five professorships, eight associate professorships, and four lecturers). Five-year appointments to these positions were to be offered, all of which would be based in Vilnius.

The openings were advertised in the media and posted on the University's website. In sum, 120 applications were received. A Hiring Committee was authorized by EHU's Governing Board to conduct an open competition among applicants. The Committee consisted of EHU academic staff, administration representatives, and external experts, with student representatives participating as observers. The committee compiled a short list of the most qualified candidates and interviews were carried out in April 2014. Phase two of the core faculty hiring process was a selection process open to existing faculty for 40 additional positions. This was conducted in June 2014.

EHU completed its core faculty hiring process in July. Seventeen full-time positions were filled through the open competition (15 of them by current EHU faculty) with five-year labor contracts and 40 positions were filled through internal selection on one-year contracts. Decisions regarding the extensions of these contracts will be made following a review of all academic programs, including EHU's core curriculum, and the University's budget. An additional 26 full-time equivalent positions were filled by part-time faculty. Together with the faculty of the Center for Business Education and the Foreign Language Center, this brings the total number of FTE faculty positions to 99. This number includes 17 professors and 32 associate professors. Approximately 95% of faculty is composed of citizens of Belarus.

The outcomes of the process strengthen the commitment of the University to its faculty and of the faculty to the University; increase the capability of core faculty to participate in Erasmus and other exchange programs; provide better working conditions to faculty, including social benefits in Lithuania; and bring the University into closer alignment with Lithuanian labor practices.

For more faculty statistics, see Table 2 in the List of Tables.

## Quality

During Fall Semester of AY 2013–2014, an institutional evaluation of the University was conducted by the European University Association (EUA). A team of EUA experts visited the University in October and November 2013, and then produced an Evaluation Report. The final version of the Report was received in February, 2014 and posted on the EHU website<sup>1</sup>. A summary of the EUA team’s recommendations can be found in the Appendices of this Annual Report.

EHU’s official Lithuanian accreditation process began during the reporting period. Accreditation and re-accreditation are standard and obligatory for all higher education institutions that conduct educational and research activities in Lithuania.

In April 2014, an EHU self-evaluation group was formed to prepare a self-evaluation report the accreditation. The report was submitted to Lithuania’s Center for Quality Assessment in Higher Education (SKVC) on July 1, 2014, to be followed by an evaluation to be conducted by an external evaluation team visiting EHU at the beginning of AY 2014–2015. A final decision is expected in January 2015.

The EHU Ethics Commission was formed by the Senate in January 2014 to consider appeals of EHU community members regarding academic ethics and to create relevant documents. During AY 2013–2014, two appeals involving one student and two employees were presented and resolved by the Commission.

The University’s Academic Support Office organized and collected student questionnaires in March for the Fall Semester, and in July for Spring Semester. A report on student evaluations of Fall Semester was presented to the EHU community and posted on the University’s website June 2014. Results of the survey indicate that 70% of students either “completely” or “rather” satisfied with their studies at the University, as compared to 62% who said the same in AY 2012–13.<sup>2</sup>

## Fundraising

The European Humanities University survived its forced closure in Belarus thanks in no small measure to the leadership of the Government of Lithuania, which proposed and mobilized support for EHU’s relocation to Vilnius from Minsk. About two-thirds of the University’s operating budget derives from the generous long-term support provided by the European Commission, the Nordic Council of Ministers, the Government of Lithuania, and more than a dozen other governments as well as private foundations, corporations, and individuals. Since 2008, a total of more than EUR 20 million in donations have been provided to the University (see Table 6.1 below).

To manage support for the University, the European Commission established the EHU Trust Fund, which processes donations to EHU from governments and other sources. The EHU Trust Fund is administered by the Nordic Council of Ministers, itself a major donor that works closely with EHU’s Department of Development and senior leadership to secure financial support for the University. The transfer of EHU’s Trust Fund Manager Mads Meinert from Copenhagen to Vilnius in spring 2014 further enhanced collaboration between EHU and the EHU Trust Fund through increased opportunities for joint planning

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<sup>1</sup> <http://www.ehu.lt/files/IEP%20EHU%20final%20report.pdf>

<sup>2</sup> For more results see the summary of the Report <http://www.ehu.lt/en/about/quality/study-quality>

and outreach, including especially outreach to donor governments through embassies and visits to national capitals. During the reporting period, EHU hosted two Assemblies of EHU Trust Fund Donors and ten visits of international delegations representing donor governments and other supporters. A program of joint EHU-EHU Trust Fund visits to national capitals is planned for AY 2014-2015.

The U.S.-based nonprofit organization, Friends of EHU, promotes support for and donations to the University among individuals, especially in the United States and the United Kingdom. The organization was established in 2009 and is led by a group of dedicated U.S.- and U.K.-based supporters (for more information, see Table 6.3). A similar organization, the EHU Förderinitiative e.V., has been established in Germany. It solicits support for EHU projects and students there (for more information, see Table 6.4). Both organizations actively recruit new members interested in helping advance EHU's mission.

The reporting period marked the third year since EHU began implementation of its current long-term development strategy "Sustain and Expand". The strategy is focused on sustaining existing (mostly public-sector) funding while developing new sources of support and building new groups of donors (including private-sector organizations, individuals, and corporations) through direct outreach and connections that emphasize the value of EHU to students, faculty, and society.

The development of EHU's Transformation Studies Initiative as well as new and ongoing outreach to public and private sector donors, including alumni, and improvements in the capacity of the University's staff to apply for grants to fund research and other projects were the focus of the Department of Development and Communications' development work during the reporting period. The Department organized and managed the efforts of an international working group led by Berlin-based friends of the University that met several times in person to develop concept papers and plans for the establishment of a Transformation Studies Center as well as new academic programs and initiatives that will promote understanding of political, economic, and social transformation processes. It was able to accomplish this with support in the amount of USD 20,000 from the German Marshall Fund and the active participation of more than a dozen friends and supporters from the academic, civil society, diplomatic, and business sectors, particularly in Germany and Lithuania.

The Department continued implementing the University's long-term fundraising strategy by enhancing the visibility and prestige of EHU in the eyes of donors and prospective donors. The Department conducted four outreach trips to the United States, two to Germany, and two to the United Kingdom.

In the U.S., two public discussions of regional issues were organized in New York with the support of the Friends of EHU and the Yale Global Alumni Leadership Exchange: one at Columbia University's Harriman Institute and the other at the Yale Club of New York. Another public discussion was organized at the Wilson Center's Kennan Institute in Washington, D.C. These were attended by more than 200 individuals.

In the U.K., a public event was organized at University College London for friends and prospective donors that featured an exhibition of research on the founding of the Republic of Belarus. It was attended by approximately 50 people. Events organized by the Germany-based EHU Förderinitiative e.V. included Spring and Fall Political Academies that brought EHU students and faculty into contact with friends and benefactors from Germany and were funded by German donors.

The purpose of EHU visits and events in other countries is to increase and strengthen existing connections and cultivate interest and involvement among existing and prospective supporters (steps one and two in the strategic fundraising process of "interest -> involvement -> investment"). Target

audiences include Belarusians living abroad and EHU alumni. Events and outreach are designed to continue raising awareness about EHU's vital mission and the University's need for support. They draw significant attention and interest from audiences that include government officials, EHU alumni, Belarusian diaspora, and other friends and benefactors who recognize the importance of education and academic freedom to a better future for Belarus and the region.

As a result, EHU's network of supporters has been growing. During the reporting period, EHU's in-house database of individuals who have had direct contact with EHU students, faculty, friends, or leaders nearly doubled—from 845 to 1666. Consequently, the University is now in a position to launch its first-ever Annual Fund Appeal. The Appeal will be conducted during AY 2014-2015 with the aim of raising EUR 30,000.

Most of the aforementioned events were made possible thanks to in-kind support from EHU partners, friends, and benefactors, including, especially, American Councils for International Education. During AY 2013–2014, in-kind donations valued at EUR 64,631 were received to support development-related events while the total amount of in-kind donations and other support received was EUR 558,391.

During AY 2013–2014, EHU's Department of Development continued to support and advise faculty on applications to calls for proposals. A special workshop was conducted for faculty on writing successful grant applications. Fifteen of 40 applications were awarded a total amount of EUR 544,843.

For more information, see Table 6 in the List of Tables.

## Communications

The University continues its efforts to reinforce a positive public image by strengthening brand association, modernization of communication materials, and media relations. However, this year was an extremely challenging period in terms of communication due to the controversies surrounding the changes taking place.

A group of faculty opposed to some of the changes generated negative publicity for the University in the Belarusian and Lithuanian media. The Department of Development and Communications prepared and disseminated information about the changes in a timely manner and responded appropriately and as required. Responses included comments by and interviews with Professor G. David Pollick, Professor Anatoli Mikhailov, and Dr. Darius Udryš.

During the reporting period, media reports on EHU increased by 3% over last year, with almost 420 articles about EHU appearing; 42% of news stories were positive. More than half of these stories (52%) originated in the Belarusian media and about one-third (30%) in the Lithuanian media. Over a dozen interviews and journalist visits were arranged, with correspondents reporting on EHU for Scandinavian, German, and French media outlets. Over 35% of news stories were negative, focusing primarily on the critique of changes at the University, especially faculty reorganization, as might be expected in a time of transition. A majority of these stories (86%) originated in the Belarusian media.

EHU's website visits grew to more than 200,000 annually, surpassing last year's numbers for the same reporting period. Nearly half of the site's visitors come from Belarus (49%: a 5% increase from last year), followed by Lithuania (19%) and Russia (9%).

The reporting period also saw the launch of EHU's new Lithuanian-language website. A book title search function has since been added to the EHU Press section of the website; the admissions page has been completely reorganized to be more user-friendly. Additionally, new Library, Center for German Studies, and Foreign Language Center pages were created.

EHU continues to build its Facebook (FB) followers' group—the number of users who 'Like' EHU's FB page grew by more than 130% (from 4,400 last year to 10,200+). The Department continues to promote EHU events and news via paid advertising on FB, which has increased EHU's visibility in the social media.

The Department built on the introduction of branding principles to EHU last year by adding branded signs in university buildings and developing a line of EHU-branded products. Professional photo sessions were organized to enlarge EHU's image bank and enhance EHU media products. Russian and Belarusian versions of EHU's general brochure were published along with an alumni brochure featuring alumni success stories and facts and a brochure about how EHU promotes freedom. The Department supported recruitment efforts by participating in Recruitment Committee meetings, preparing one-page informational materials on study programs, and advising on the branding and design of promotional materials.

An EHU YouTube account has been branded, updated, and is regularly reviewed. The Department oversaw the production and airing of promotional videos on Belsat TV, a donor-targeting video that features alumni and students talking about freedom and its connection to education, as well as videos of various EHU events.

The Department provides updates to donors, friends, and other audiences through its bimonthly e-newsletters, one of which provides general news in English and another news in Russian about faculty achievements. The Department also assisted the Germany-based support group EHU Förderinitiative e.V. by creating a newsletter template in German.

Visibility analytic charts are provided in Table 7 of the List of Tables.

## BUDGET AND FINANCES

AY 2013–2014 was the inaugural year for faculty reorganization, increasing EHU’s expenses by nearly 12% in comparison to AY 2012–2013. As a result, EHU’s budget for AY 2013–2014 was approved at the level of EUR 6,056,696, which is EUR 440,375 higher than actual expenses in AY 2012–2013. In the absence of unexpected events, the actual implementation of the budget is at the level of EUR 5,683,635, which is 6% below plan.

A detailed Financial Report as well as Auditors report is provided in Table 8 of the List of Tables.

## **APPENDICES**



## Basic Facts

**Founded in:** Minsk, Belarus (1992–2004)

**Current Location:** Vilnius, Lithuania (since 2005)

**Total Student Body:** 1,353 students

1,200 BA students in High Residence and Low Residence mode

145 Master students

8 PhD students

*Undergraduate High Residence (“HR”) (Residing and Attending Classes in Vilnius):*

480 students

5 degree programs

*Undergraduate Low Residence (“LR”) (Non-Resident Distance Learning):*

720 students

6 degree programs

*Master:*

145 students

5 degree programs

*Doctorate:*

8 students

### Graduates

1,510 since 2006 (Vilnius), and nearly 2,330 since 1992

*In 2014:*

69 BA High Residence students

108 BA Low Residence students

51 MA and MBA students

### Institutes, Centers, and Laboratories

Research: Institute for Historical Research on Belarus, Center for Advanced Study and Education (CASE), Center for Gender Studies, Center for Philosophical Anthropology “Topos”, Laboratory of Visual and Cultural Research, Laboratory of Critical Urbanism, The Contemporary Art Study Center, Center for German Studies, Jewish Studies Center, and the Center for Constitutionalism and Human Rights

Educational: Center for Business Education, Mediahub (Media Center), Center for Low Residence and Distance Learning, Foreign Language Center, Propilei Center for Language and Pre-University Preparation (Minsk)

## **Scholarly Journals**

*Topos, Belarusian Historical Review, Crossroads, Tsaytshrift, Constitutionalism and Human Rights*

## **Premises**

The total amount of space regularly used for teaching and administration is 2,854 m<sup>2</sup> (46% is used for classrooms, 20% administration, 16% sports, 10% laboratories, 6% library and archives, and 2% conference use).

## **Library**

Holdings include more than 16,500 volumes (books, journals, and other documents) in Belarusian, Russian, English, Lithuanian, French, German, Italian, and Spanish languages, among others; access to more than 250 publications through the EHU e-library; subscriptions to 20 online databases (most are accessible through the Lithuanian Research Library Consortium project eMoDB.LT2); and other electronic resources. Since the closure of the University in Minsk, thousands of books have been held in storage in Belarus.

In the library, 22 places are available for students to work with books and seven IT-equipped spaces provided for work with e-library and online databases.

In AY 2013–2014, the Integrated Library Information System and the library's e-catalog were launched, and all library functions started to be processed through this system.

## **Tuition**

Average tuition rates for Belarusian students are EUR 1,200–2,500 for BA high residence programs (depending on program); EUR 600–1,000 for BA low residence programs (depending on program); EUR 1,200–1,500 for Master degree programs (excluding MBA); and EUR 20 per credit for continuing education.

Nearly all current students receive tuition discounts if they are Belarusian citizens or permanent residents of Belarus.

Tuition fees will cover 21% of the annual budget for AY 2014–2015 (however, taking into account tuition remission and scholarships, that percentage falls to 13%).

## **Financial Aid**

Donor contributions enabled EHU to provide support in addition to tuition fee discounts to approximately 35% of students in AY 2013–2014. As a result:

- Approximately 78% of BA high residence students received financial aid ranging from EUR 400 to EUR 2,500 per year
- Approximately 35% of Master students received financial aid ranging from EUR 300 to EUR 1,500 per year
- 18% of BA low residence students received financial aid ranging from EUR 300 to EUR 600 per year

In addition, 13% of BA high residence students were awarded stipends to cover room, board, and health insurance. These stipends were awarded based on merit and need (EUR 2,000 each).

In addition, around 10 students received scholarships provided by other donors, including the Lithuanian government, private organizations, and individuals.

## **International Cooperation**

EHU has 121 Erasmus inter-institutional agreements for student and teacher/staff mobility with departments in 51 universities in 28 countries. Additionally, EHU has signed bilateral agreements with 11 universities in 9 countries, and 12 agreements with universities within the frame of Campus Europae.

## **Personnel**

EHU employs a total of 258 staff members for 193.5 FTE (positions), of which 99 FTEs are full-time (73 FTEs) and part-time (26 FTEs) faculty.

## **Charters**

Erasmus University Charter

Campus Europae

## **Affiliations**

International Association of Universities

European University Association

European Association of International Education

Association of Francophone Universities

Scholars at Risk Network

American Councils for International Education

## Belarusian Characteristics

36% of scholarly events with a Belarusian focus or held in Belarus

11% of courses with Belarus context

45.4% of publications published in Belarusian

9.1% of MA courses taught in Belarusian

4.3% of MA and BA theses in Belarusian



95% of students are Belarusians

5.9% of BA courses taught in Belarusian

95% of full-time teachers are Belarus citizens

53% of MA and BA theses are Belarus-focused

## Summary of EUA Recommendations

The European University Association evaluation team recommended that EHU:

- determine the role of bodies not defined in the Statutes (executive council, provost) and amend the Statutes accordingly
- ensure that all internal constituencies have access to reliable information and are able to participate in the decision-making process
- incorporate ad hoc planning committees into formal process
- reaffirm the institutional mission and develop an appropriate strategy with prioritisations, realistic timeframes, monitoring and review of implementation
- formulate an institutional language policy
- review the composition of the Governing Board to ensure representation by local external stakeholders
- seek an urgent remedy to problems with staff timetabling, in order to ensure reliable course planning and regularly distributed student workload
- ensure that human resource initiatives are intelligible, equitable and fair, and accompanied by staff development programmes
- ensure that future curriculum development is fully aligned with European standards
- re-structure the nine research centres in line with the three research priorities, in order to maximise the potential for inter-disciplinary research and new doctoral programmes
- target support and introduce incentives for young researchers and for PhD supervisors
- establish a research infrastructure capable of applying to Horizon 2020
- increase the number of internship opportunities
- involve external stakeholders in curriculum development
- develop lifelong learning programmes for the benefit of mature and other non-standard students
- explore the potential for delivering consultancy in law, media and tourism
- commit to support for a dedicated Quality Assurance office and to full developmental support for the Quality Assurance officer
- assure quality enhancement by means of effective staff development programmes in learning and teaching, curriculum development and research

- align quality management procedures with the European Standards and Guidelines (ESG); provide training in quality assurance for staff and students; appoint an independent Ombudsman as trouble-shooter
- develop an international strategy and operating plan, specifying target regions for recruitment, collaborative links and joint research projects
- explore the potential for joint and double degrees and for internationalisation at home
- strengthen international office staffing and allocate a budget with which it can fulfil its objectives
- ensure the international office's effective liaison with units responsible for recruitment, research and language provision

The full EUA Evaluation Report is available online at:

<http://www.ehu.lt/files/IEP%20EHU%20final%20report.pdf>

## **LIST OF TABLES**

## 1. Enrollment Trends

**Table 1.1. Application Numbers**

Mode of study	Applied for Academic Year					
	2014–2015	2013–2014	2012–2013	2011–2012	2010–2011	2009–2010
BA High Residence	152	158	194	234	235	269
BA Low Residence	315	315	332	526	497	599
Master	87	113	134	97	60	116
PhD in Philosophy	1	3	6	4	n/a	n/a
<b>Total</b>	<b>555</b>	<b>589</b>	<b>666</b>	<b>861</b>	<b>792</b>	<b>984</b>

**Table 1.2. Origin of BA High Residence Applicants**

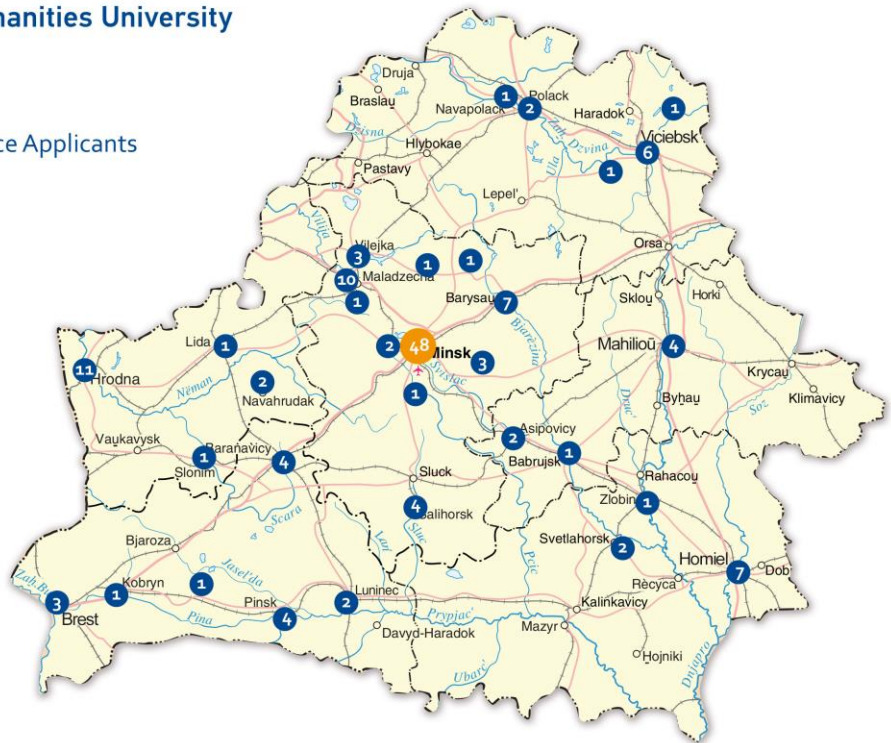


### Origin of BA High Residence Applicants

- 139 BELARUS
- 1 KAZAKHSTAN
- 9 RUSSIA
- 3 UKRAINE

- 10 or less
- 11-20
- 21-50
- 50+

Some may have Belarusian residence permit, therefore if enrolled figures will be different.





**Table 1.3. Origin of BA Low Residence Applicants**

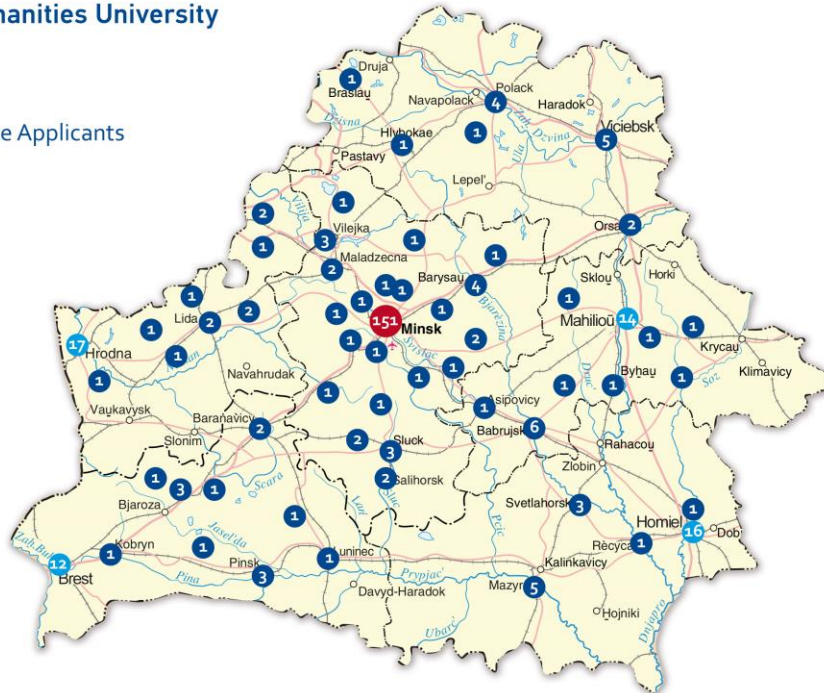


Origin of BA Low Residence Applicants

- 305 BELARUS
- 1 KAZAKHSTAN
- 5 RUSSIA
- 1 UKRAINE
- 3 LITHUANIA

- 10 or less
- 11-20
- 21-50
- 50+

Some may have Belarusian residence permit, therefore if enrolled figures will be different.



**Table 1.4. Origin of Master Applicants**



Origin of Masters Applicants

- 63 BELARUS
- 1 LATVIA
- 2 ESTONIA
- 1 LITHUANIA
- 5 RUSSIA
- 3 UKRAINE
- 2 KAZAKHSTAN

- 10 or less
- 11-20
- 21-50
- 50+

Some may have Belarusian residence permit, therefore if enrolled figures will be different.



**Table 1.5. First-Year Admission Trends**

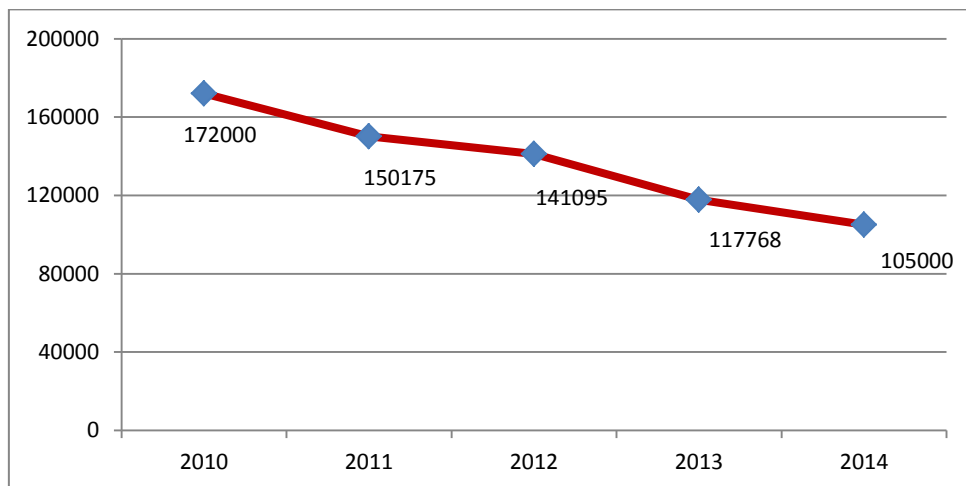
Mode of study	No of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
BA High Residence	123	134	167	168	144	173
BA Low Residence	220	232	298	363	344	405
Master	80	78	124	96	67	85
PhD in Philosophy	0	2	3	3	n/a	n/a
<b>Total</b>	<b>423</b>	<b>446</b>	<b>592</b>	<b>630</b>	<b>555</b>	<b>663</b>

**Note.** The years 2011–2014 were marked by declines in the following:

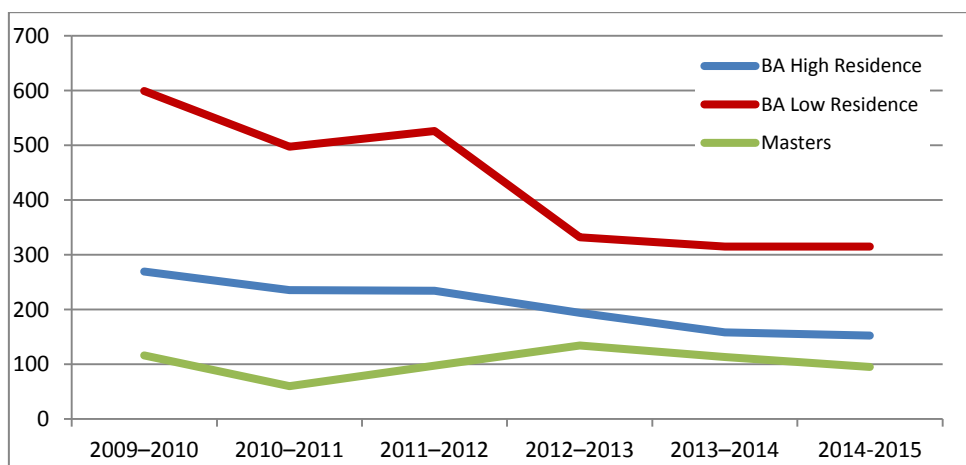
- Number of Belarusians registering for the national high school graduation test: - 30%
- Number of applicants to EHU: - 35%
- Number of first-year admissions to EHU: - 33%
- Number of enrolled EHU students: - 28%

The declining numbers are illustrated below (Tables 1.6.–1.9.).

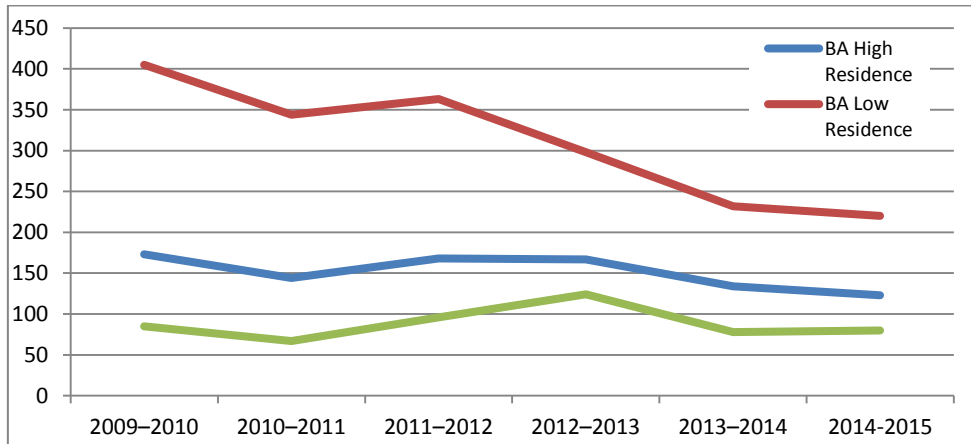
**Table 1.6. Belarusians Registering for National High School Graduation Testing**



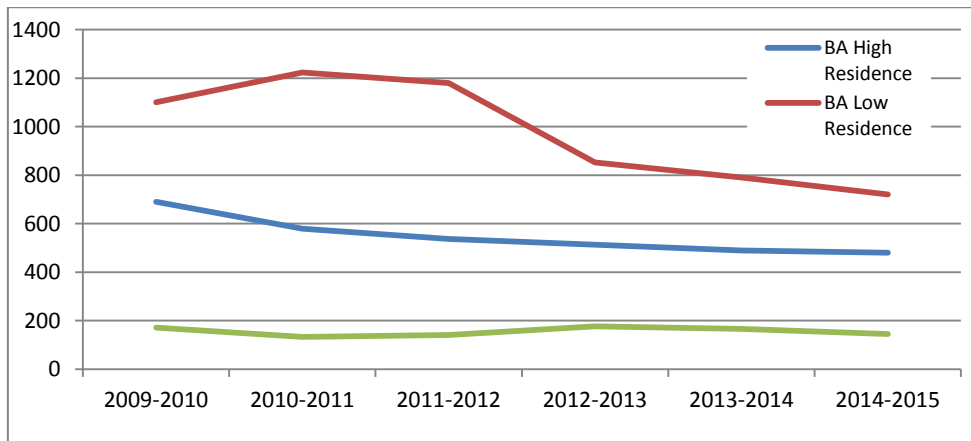
**Table 1.7. Applications to EHU**



**Table 1.8. Admissions**



**Table 1.9. Enrollment**



**Table 1.10. Number of Students by Mode of Study**

Mode of study	No of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
BA High Residence	480	490	514	537	580	690
BA Low Residence	720	791	852	1,180	1,224	1,101
Master	145	166	177	141	133	172
PhD in Philosophy	7	8	6	3	n/a	n/a
<b>Total</b>	<b>1,352</b>	<b>1,455</b>	<b>1,549</b>	<b>1,861</b>	<b>1,937</b>	<b>1,963</b>

**Table 1.11. Student Body by Gender and Citizenship**

Mode of study	Female, %	Male, %	Belarusian citizens, %
BA High Residence	76%	24%	94%
BA Low Residence	81%	19%	96%
Master	57%	43%	91%
PhD in Philosophy	25%	75%	88%
<b>Total</b>	<b>76%</b>	<b>24%</b>	<b>95%</b>

**Table 1.12. BA High Residence Students by Program**

Program	No. of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Cultural Heritage	108	97	100	97	105	116
Visual Design and Media	105	94	93	103	102	106
Political Sciences and European Studies	11	17	21	41	44	54
International Law and EU Law	101	104	107	100	98	112
Media and Communication	155	178	189	172	172	189
<b>Total</b>	<b>480</b>	<b>490</b>	<b>514*</b>	<b>537*</b>	<b>580*</b>	<b>690*</b>

\* Includes students of programs closed to new admissions

**Table 1.13. BA High Residence Students by Year of Study**

Study Year	No. of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
1st	123	136	167	165	147	173
2nd	113	138	145	127	149	207
3rd	129	127	97	121	152	155
4th	115	89	105	124	132	155
<b>Total</b>	<b>480</b>	<b>490</b>	<b>514</b>	<b>537</b>	<b>580</b>	<b>690</b>

**Table 1.14. BA Low Residence Students by Program**

Program	No of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Media and Communication	212	232	191	304	299	233
Theory and Practice of Modern Art	26	37	75	124	133	122
Cultural Heritage	153	163	168	207	202	189
Visual Design and Media	211	209	205	233	253	231
Political Sciences and European Studies	12	27	33	98	103	110
International Law and EU Law	106	123	180	214	234	204
<b>Total</b>	<b>720</b>	<b>791</b>	<b>852</b>	<b>1,180</b>	<b>1,224</b>	<b>1,101*</b>

\* Including students of programs closed to new admissions

**Table 1.15. BA Low Residence Students by Year of Study**

Study Year	No of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
1 <sup>st</sup>	220	244	307	450	460	404
2 <sup>nd</sup>	136	158	173	242	386	428
3 <sup>rd</sup>	135	161	124	264	226	180
4 <sup>th</sup>	138	106	154	148	120	67
5 <sup>th</sup>	91	123	94	76	32	21
<b>Total</b>	<b>720</b>	<b>792</b>	<b>852</b>	<b>1,180</b>	<b>1,224</b>	<b>1,101</b>

**Table 1.16. Master Students by Program**

Program	No of Students					
	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
International Law and European Law	25	27	32	26	19	26
Culture Studies	44	60	67	48	49	65
Historic and Cultural Heritage	24	33	32	21	24	28
Existential Psychology	11	0	n/a	n/a	n/a	n/a
Public Policy	10	6	25	24	19	15
MBA	31	40	21	22	22	12
<b>Total</b>	<b>145</b>	<b>166</b>	<b>177</b>	<b>141</b>	<b>139*</b>	<b>172*</b>

\* Including students of programs closed to new admissions

**Table 1.17. Graduates per Year**

Type	Academic Year					
	2013–2014	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009
BA High Residence	69	102	114	120	137	108
% of enrollment	48%	43%	48%	57%	n/a	n/a
BA Low Residence	108	89	75	31	5	5
% of enrollment	27%	24%	20%	n/a	n/a	n/a
Master	51	53	42	59	48	75
% of enrollment	41%	79%	63%	69%	27%	54%
<b>Total</b>	<b>228</b>	<b>244</b>	<b>231</b>	<b>210</b>	<b>190</b>	<b>188</b>

## 2. Faculty

**Table 2.1. Faculty by Academic Departments**

Academic Department	Number of All Faculty	Number of Full-Time Faculty	Number of Part-Time Faculty
Department of History	32	22	10
Department of Media	55	30	25
Department of Law	29	16	13
Department of Social and Political Science	24	9	15
Educational Centers	34	10	24
<b>Total</b>	<b>174</b>	<b>87</b>	<b>87</b>

**Table 2.2. Faculty by Academic Status**

Academic Department	Academic Status				
	Professor	Associate Professor	Lecturer	Assistant	Total
Department of History	4	13	11	4	32
Department of Media	8	18	24	5	55
Department of Law	6	13	5	5	29
Department of Social and Political Science	8	8	7	1	24
Educational Centers	2	5	27		34
<b>Total</b>	<b>28</b>	<b>57</b>	<b>74</b>	<b>15</b>	<b>174</b>

### 3. Research

**Table 3.1. Research-Related Events**

Type of event	Location of event						Total
	Belarus	Czech Republic	Germany	Lithuania	Russia	UK	
Conference			1	3			4
Exhibition	3	1		4		1	9
Master Class				2	1		3
Workshop	1			5			6
Presentation	2			12			14
Public Lecture/ Debate	7		1	20			30
Round Table				2	1		3
School / Academy				8			8
Seminar	12			56	1		69
Training				2			2
Other				8			8
<b>Total</b>	<b>25</b>	<b>1</b>	<b>2</b>	<b>122</b>	<b>3</b>	<b>1</b>	<b>156</b>

**Table 3.2. Research Publications by Type**

	Total	EHU core faculty	EHU PhD students
Scientifically-Recognized Foreign Journals	26	26	
Other Foreign Publications	81	78	3
Editions in Belarus	123	123	
Editions in Lithuania	12	12	
EHU Press	29	24	5
<b>Total</b>	<b>271</b>	<b>263</b>	<b>8</b>

**Table 3.3. Research Publications by Language**

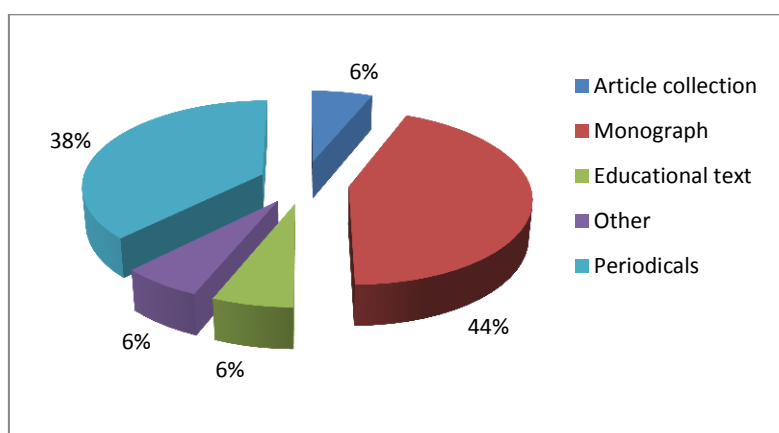
	Total	Core Faculty	PhD Students
Russian	156	150	6
Belarusian	35	35	
English	48	46	2
Other	32	32	
<b>Total</b>	<b>271</b>	<b>263</b>	<b>8</b>

**Table 3.4. Research Publications by Type**

	Total	Core Faculty	PhD students
Monographs, Studies, Theoretical Work	22	22	
Research Articles	93	85	8
Other	153	153	
Educational Texts	3	3	
<b>Total</b>	<b>271</b>	<b>263</b>	<b>8</b>

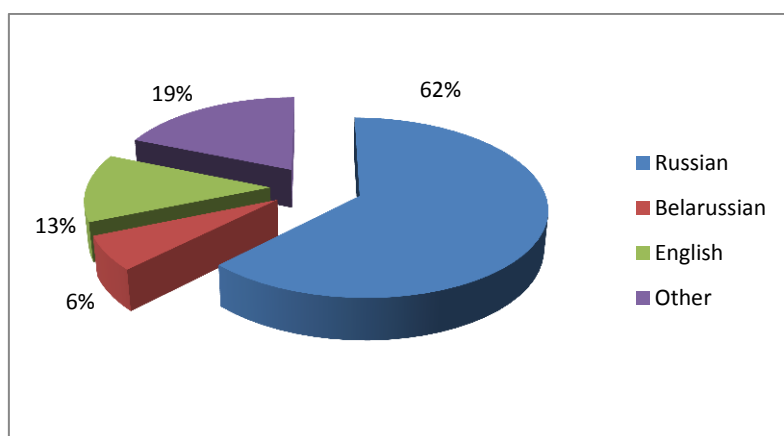
**Note.** “Other” includes academic reviews in scientific, cultural, and professional periodicals; publications of sources; scientifically commented translations; scientific dictionaries; reference books; encyclopedias; and bibliographies. Also, publications related to the popularization of science; publications in the field of history of science and science policy; specialized information; expertise; and evaluations and comments (historical, philological, art, sociological) related to different regulations or their drafts.

**Table 3.5. Publications of EHU Press by Type**



**Note.** Includes publications of both EHU authors and external authors

**Table 3.6. Publications of EHU Press by Language**

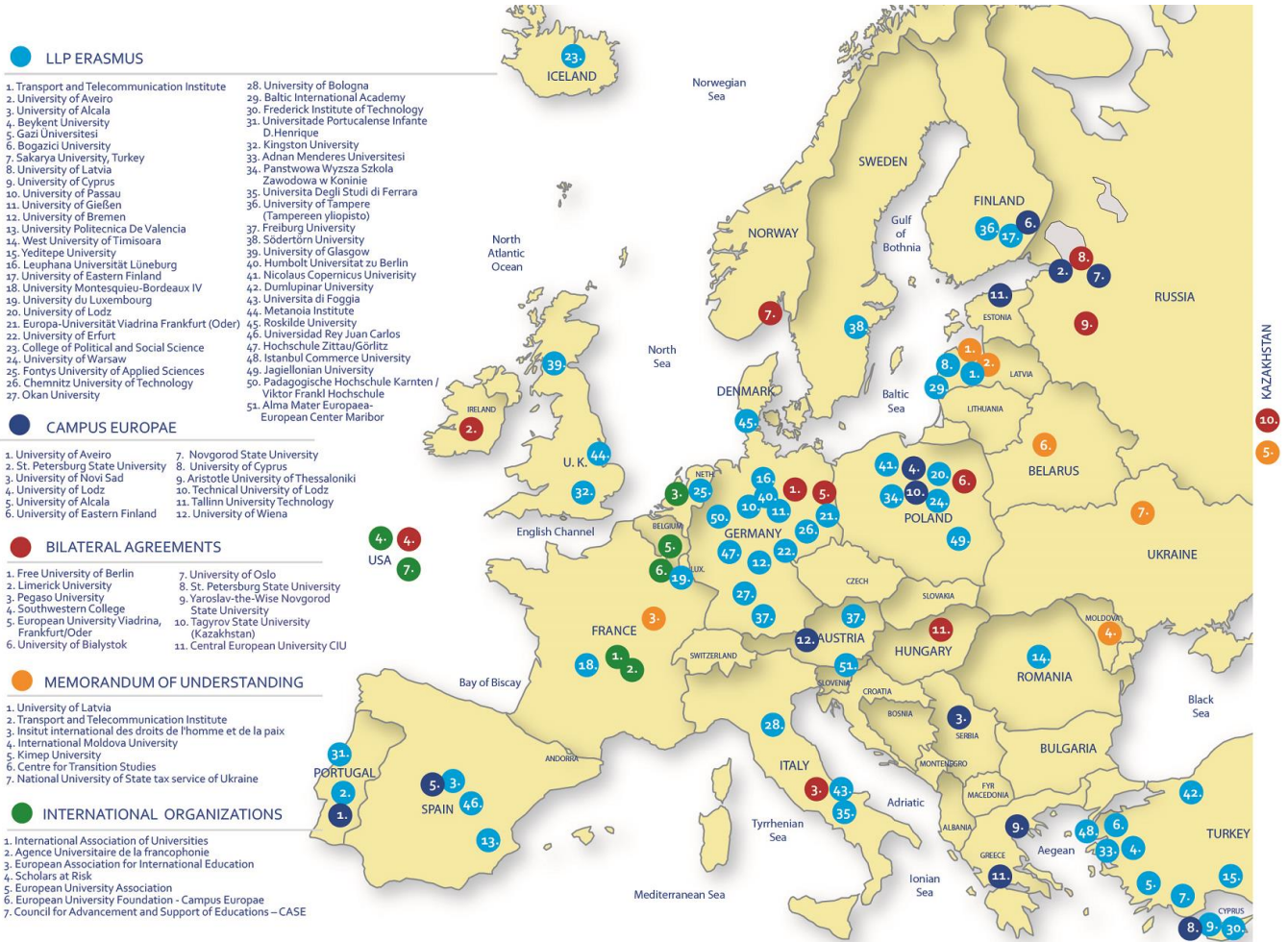


**Note.** Includes publications of both EHU authors and external authors



## 4. International Cooperation

**Table 4.1. Partner Universities**



Map is not intended as an accurate representation of university locations

## 5. Alumni Success Stories

### **Irina Solomatina** (MA Visual and Cultural Studies, 2008)

- Founder of Gender Route: A Multitude of Ideas on the Gender Project
- A Belarusian coordinator of the Global Media Monitoring Project
- A contributor to Novaja Europa web resource
- Active participant in Gender Section activities within the framework of the International Congress of Belarusian Studies in Kaunas (Lithuania); areas of expertise: visual and cultural studies, gender theory, and feminist critics
- Served as supervisor for a selection of art projects including “VIS LEGIBUS EST INIMICA: Violence is the Enemy of the Law”; “Institute for the Future”; “Still Life, the Thing, Space, and Ways of Urban Mapping: A Flaneuse’s Experience”

### **Nadzeya Adamovich** (MBA, 2014)

- Director for Development and Innovations at BIGZZ retail chain
- Participant in the establishment of the Association of Retail Networks of Belarus; served as co-chair
- In 2014, initiated and cofounded Lina—a retail chain store chain for women
- Recipient of the Belarus Trade Ministry Award for Achievements in Retail Trade Development

### **Ratsibor Biahun** (MA Preservation and Interpretation of Cultural Heritage, 2012)

- Head of the Center for Studies of Trade History at Menka, the Retail Technology Institute
- Member of the organizing committee of the international conference “The History of Trade in Belarus”, organized by the Belarusian National Academy of Science
- Served as a senior scientific officer at the Museum of Minsk until 2014

### **Siarhei Lisichonak** (MA Democracy and Civil Society, 2010)

- Program Assistant at United Nations Population Fund (UNFPA)
- Executive Director of the Belarusian Assembly of Pro-Democratic NGOs until 2012

## 6. Fundraising

**Table 6.1. EHU Trust Fund**

The EHU Trust Fund was established in June 2008 at the initiative of the European Commission (EC) to channel various donor contributions to EHU in a transparent manner. The European Union (EU) is the University's single largest donor. By establishing the EHU Trust Fund, the EU expressed its commitment to long-term support for democracy and human rights, including academic freedom for Belarus.

EC Commissioner Benita Ferrero-Waldner proposed the idea of the EHU Trust Fund to the Secretary-General of the Nordic Council of Ministers (NCM) Halldór Ásgrímsson in Fall 2007, inviting the NCM to manage the Fund. The NCM established the EHU Trust Fund in July 2008. It is managed and legally represented by the NCM through its secretariat in Copenhagen, Denmark.

In accordance with the EHU Trust Fund's Terms of Reference, an assessment was carried out as a basis for a recommendation from EHU Trust Fund's Assembly of Donors to the NCM on a prolongation of the mandate beyond its initial end date in 2013. An independent consultant carried out this assessment, and a report was prepared and presented to the Assembly of Donors at their annual meeting on June 5, 2013. The Assembly accepted the recommendation that the EHU Trust Fund mandate be prolonged until the end of 2016. The NCM subsequently agreed with this recommendation.

Today, the EHU Trust Fund is one of four channels for donor support (the others being EHU itself, the United State-based Friends of EHU, and the Germany-based EHU Förderinitiative e.V.). The purpose of the EHU Trust Fund is to raise, accept, and use funds provided by donors to the University while it is situated in Vilnius, with the aim of securing EHU's sustainability until its eventual return to Minsk.

Total commitments by donors to the EHU Trust Fund since 2008 total more than EUR 20 million (see Table 6.2 below).

To cover additional costs associated with the possible increase in student applicants due to expulsions from Belarusian State universities, an "EHU Emergency Fund" was established. This Fund was and continues to be used to provide scholarships to students who have been expelled from universities in Belarus for political reasons. The Emergency Fund has accumulated EUR 172,000 as part of the overall donor support package that was pledged in Warsaw.

The EHU Trust Fund's Assembly of Donors meets annually in early June. An Advisory Committee provides advice to the EHU Trust Fund Manager assisted by an EHU Trust Fund Coordinator. They work together at the Secretariat of the NCM in Copenhagen. The current EHU Trust Fund Manager is Mads Meinert and the EHU Trust Fund Coordinator is Inga Petkute-Armoskiene. Since Spring 2014 they have been based at the office of the NCM in Vilnius. The office assists the EHU Trust Fund through its contacts with EHU, Lithuanian officials, and Belarus.

The purpose and function of the Trust Fund are described in full at [www.ehustrustfund.org](http://www.ehustrustfund.org).

**Table 6.2. Donations to EHU Trust Fund**

Donor	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	Total
European Commission	2,000,000		1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Nordic Council of Ministers	957,462	324,328	267,080	548,316	536,337	536,301	3,169,823
Norway	119,897	239,793		1,044,078	898,402	603,100	2,905,270
Sweden	181,416	190,484	218,278	455,488	1,385,715		2,431,381
United States (USD)		376,790	354,657	110,163	304,090	241,894	1,387,593
Lithuania	115,000	215,000	100,000	200,000	200,000	200,000	1,030,000
Finland	150,000		150,000	150,000	150,000	150,000	750,000
MacArthur	204,807		150,302	76,394			431,503
Poland	50,000	49,938		230,033	233,536		563,507
Denmark	75,501	150,879	75,000	75,000		100,544	476,925
Czech Republic	200,000	10,000	10,098,00		9,749		229,847
United Kingdom			115,000				115,000
Hungary	50,000		40,000	21,355			111,355
Greece	100,000						100,000
Estonia	28,760	25,564		12,782	27,780	15,000	109,886
France	30,000	20,000	20,000	20,000			90,000
Ireland	50,000						50,000
Spain	50,000						50,000
Online donations	-	169	709	593	609	140	2,219
<b>Total</b>	<b>4,362,843</b>	<b>1,602,944</b>	<b>2,501,124</b>	<b>3,944,202</b>	<b>4,746,218</b>	<b>2,846,979</b>	<b>20,004,310</b>

**Table 6.3. Friends of European Humanities University**

Friends of European Humanities University (Friends of EHU), Inc. is a nonprofit organization established in 2009 in Washington, D.C. to engage prominent organizations and individuals in support of EHU's commitment to intellectual freedom and the pursuit of an international higher education for Belarusians in a free and democratic environment.

With the election of a new president, Robert Nurick, the addition of new board members, and the reestablishment of a regular schedule of meetings, the Friends of EHU was reinvigorated and, since 2012, has been playing an increasingly important role in helping EHU reach out to new and existing donors and supporters, advance research, recruit and retain outstanding faculty, further international cooperation, and promote the University's advancement in general.

Members of Friends of EHU organize events and meetings and are working closely with EHU to promote the University in North America and the United Kingdom.

Friends of EHU is led by a board of directors and its membership includes individual volunteers—dedicated professionals, civic, and community leaders—from North America and the United Kingdom. Friends of EHU has also decided to establish corporate and organizational membership and is reaching out to corporations and organizations in North America and the United Kingdom that might be interested.

The purpose and current activities of Friends of EHU, Inc., are described in full at [www.ehufriends.org](http://www.ehufriends.org).

**Table 6.4. EHU Förderinitiative, e.V.**

EHU Förderinitiative, e.V. is a charitable organization established and registered in Germany, where it promotes EHU’s advancement and opportunities for students and faculty.

Since the founding of EHU Förderinitiative in the Spring of 2012, about forty people have become members and supporters of the organization. Objectives include funding scholarships for EHU students, providing educational materials for EHU, and funding guest lecturers and special educational programs, including conferences and other events that benefit EHU students and raise awareness about EHU in Germany.

The organization is led by a board of directors and operates in accordance with German laws governing charitable organizations.

The purpose and current activities of the EHU Förderinitiative e.V. are described in full at [www.ehu-verein.de](http://www.ehu-verein.de).

**Table 6.5. Grants to EHU**

Donor	Supported project	Value Awarded	For Use in Academic Year 2013–2014	For use in Academic Years Starting 2014–2015
American Councils for International Education	Educational Advising in Eurasia and Central Asia	€ 18,034	€ 18,034	
Council of Europe	Elections observation handbook conference	€ 31,390	€ 31,390	
	Elections observation reporting DL training course development	€ 3,000	€ 3,000	
	Elections observation reporting face-to-face training in Vilnius	€ 30,852	€ 30,852	
DAAD (Deutscher Akademischer Austauschdienst)	International Winter School on Critical Urbanism (EHU German Study Center)	€ 12,000	€ 12,000	
	Summer School of Comparative Law	€ 13,525	€ 13,525	
	Support for EHU German Studies Center	€ 15,000	€ 5,000	€ 10,000

Konrad Adenauer Foundation	Spring Academy "Exploring Transformations—Past and Future"	€ 2,029	€ 2,029	
Lithuanian Ministry of Education	Support of foreign teachers/researchers	€ 2,065	€ 2,065	
Nordic Council of Ministers	Belsat TV and EHU cooperation	€ 10,000	€ 10,000	
Norwegian Ministry of Foreign Affairs	Election Observation: Theory and Practice (second year additional activities)	€ 3,000	€ 3,000	
Open Society Foundation	From the Knowledge of Media to the Medialization of Knowledge	€ 35,635	€ 26,726	€ 8,909
	Support for the Advancement of Higher Education and Research in Belarus for 2013 (Continuation of 2012)	€ 349,206	€ 349,206	
The German Marshall Fund of the United States	Artes Liberales 2014 (event in Minsk)	€ 8,016	€ 8,016	
USAID	ByROOM: An open civic space for Belarusian activists during the Eastern Partnership Civil Society Conference (co-financed by several donors)	€ 11,090	€ 11,090	
<b>Total</b>		<b>€ 544,843</b>	<b>€ 525,934</b>	<b>€ 18,909</b>

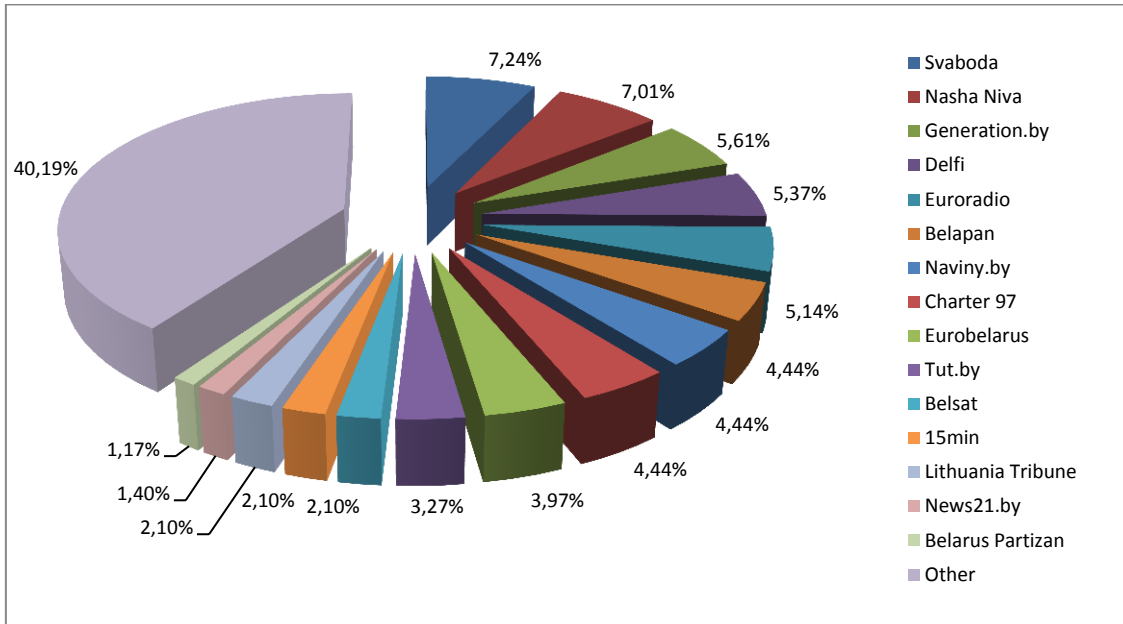
**Table 6.6. In-Kind Donations and Other Support**

Type of Donation	Donor	AY 2013-2014
Donation of University Campus*	Lithuanian Government	€ 325,000
Donations for Events	Various	€ 64,631
EU Mobility Programs	Lithuanian Government and European Commission	€ 69,736
Student Scholarships	Various	€ 29,441
Support for Individual Faculty	US Government (Fulbright Program)	€ 67,940
Other	Various Individuals	€ 1,644
<b>Total</b>		<b>€ 558,391</b>

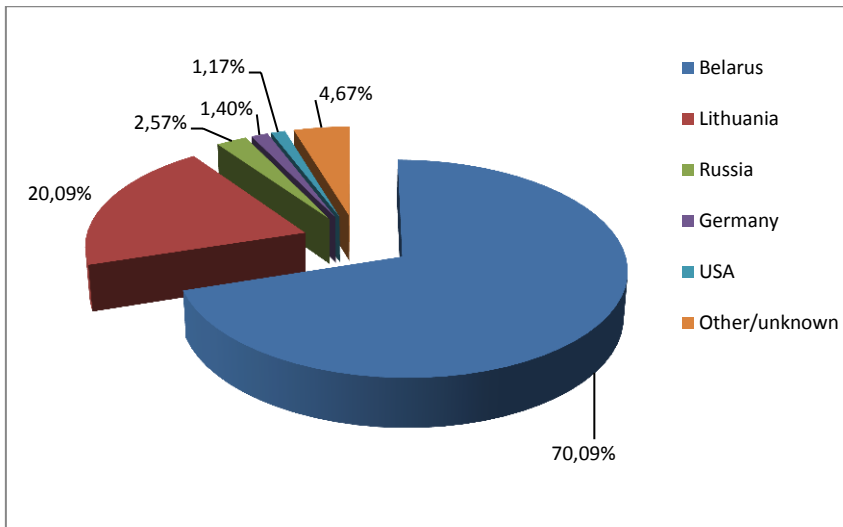
\* included in budget

## 7. Visibility

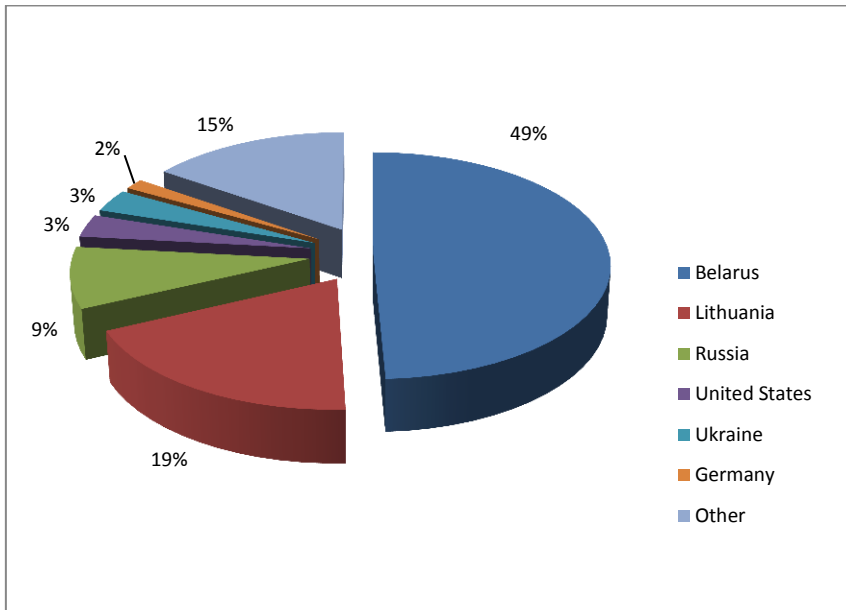
**Table 7.1. Media Coverage by Media Outlet**



**Table 7.2. Media Coverage by Country of Origin**



**Table 7.3. Percentage of Website Users by Country**





## 8. Budget Implementation and Auditors Report

### INDEPENDENT AUDITOR'S REPORT

#### *Management of Public Institution European Humanities University*

#### *Executive Committee of the Governing Board of European Humanities University*

We have performed an audit of the accompanying financial statement of income and expenditure of Public Institution European Humanities University for the academic year lasting from 1 October 2013 till 30 September 2014 (hereinafter "the financial statement") which was prepared in accordance with the requirements of the financing sources and the financial plan, approved by the Executive Committee of the Governing Board of European Humanities University in Vilnius on 22 August 2013.

#### **Management's Responsibility for the Financial Statement**

Management is responsible for the preparation and fair presentation of this financial statement in accordance with requirements of the financing sources and the financial plan, approved by the Executive Committee of the Board of Governors of European Humanities University in Vilnius on 22 August 2013, and for such internal control as management determines is necessary to enable the preparation of the financial statement that is free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on the financial statement based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, made by management, as well as evaluating the overall presentation of the financial statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **Opinion**

In our opinion, the financial statement which was prepared in accordance with the requirements of the financing sources and the financial plan, approved by the Executive Committee of the Board of Governors of European Humanities University in Vilnius on 22 August 2013 presents fairly, in all material respects, the income and expenditures of Public Institution European Humanities University for the academic year, which lasts from 1 October 2013 till 30 September 2014.

*JSC „Balanso auditas“*

*Certificate No. 001287*

*Auditor*

*Ilona Matusevičienė*

*Auditor's Certificate No. 000171*

*29 December 2014*

*Vilnius, Lithuania*

**FINANCIAL STATEMENT OF INCOME AND EXPENDITURE OF PUBLIC INSTITUTION EUROPEAN  
HUMANITIES UNIVERSITY FOR ACADEMIC YEAR 2013/2014**

<b>Income</b>						
No.	Budget Line	Budget in €	Actual in €	Percentage	The amount of ineligible expenditures, determined by the auditor, EUR	Auditor's recommendations, commentaries
1	Secured funding by the University	€ 381,273	€ 699,480	183%		
2	Tuition Fees	€ 1,458,167	€ 1,390,902	95%		
3	Tuition Fees from Non-Belarusian students	€ 96,225	€ 53,781	56%		
4	EHU Trust Fund	€ 3,508,829	€ 3,012,590	86%		
5	Additional Income Collected Through Development Department	€ 125,000	€ 33,701	27%		
6	Revenue-Generating Programs	€ 153,564	€ 149,150	97%		
7	Other	€ 8,615	€ 19,009	221%		
Subtotal Income in cash		€ 5,731,673	€ 5,358,613	93%		
<i>In-kind Contributions</i>						
No.	Budget Line	Budget in €	Actual in €	Percentage		
8	Donations of Facilities	€ 325,023	€ 325,022	100%		
9	Donations of Equipment, Services, other goods	€ 0	€ 0	0%		
Subtotal value of In-Kind Contributions		€ 325,023	€ 325,022	100%		
<b>TOTAL SUPPORT</b>		<b>€ 6,056,696</b>	<b>€ 5,683,635</b>	<b>94%</b>		

<b>Expenditure</b>						
No.	Budget Line	Budget in €	Actual in €	Percentage	The amount of ineligible expenditures, determined by the auditor, EUR	Auditor's recommendations, commentaries
10	Staff Costs	€ 2,585,676	€ 2,585,676	100%		
11	Financial Aid Fund for Belarusian students	€ 610,200	€ 450,301	74%		
12	Financial Aid Fund for Non-Belarusian students	€ 2,000	€ 2,000	100%		
13	Student Activities	€ 40,698	€ 40,698	100%		
14	Faculty Development	€ 120,539	€ 129,823	108%		
15	Faculty Mobility	€ 150,417	€ 150,417	100%		
16	Belarusian Academic Infrastructure and Networks	€ 215,330	€ 200,676	93%		
17	Operations	€ 998,693	€ 983,337	98%		

18	Expenses of Joint Programs	€ 153,564	€ 144,788	94%		
19	Institutional Advancement and Development	€ 561,454	€ 523,316	93%		
20	Special and Extension Project	€ 163,298	€ 262,545	161%		
21	Expenses for Non Belarusian students	€ 22,205	€ 10,908	49%		
22	Contingency Reserve	€ 432,622	€ 199,150	46%		
TOTAL EXPENDITURE		€ 6,056,696	€ 5,683,635	94%		