



European Humanities  
University

EUROPEAN  
HUMANITIES  
UNIVERSITY

STRATEGY 2021-2026



## Abbreviations

<b>AY</b>	Academic year
<b>BY</b>	Republic of Belarus
<b>CPMA</b>	Central Project Management Agency
<b>EHU</b>	European Humanities University
<b>FTE</b>	Full-time equivalent
<b>HR</b>	Human resources
<b>KPI</b>	Key performance indicator
<b>NGO</b>	Non-governmental organisation
<b>Strategy</b>	European Humanities University strategy for 2021–2026
<b>Sida</b>	Swedish International Development Cooperation Agency

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# 1. Introduction

European Humanities University (thereafter – EHU) is an independent higher education institution, founded in Minsk, Belarus in order to foster integration of Belarus and the region into the European intellectual space by means of reforming the higher education landscape.

Thanks to the hospitality and support of international community of donors, EHU continues to operate in Vilnius, Lithuania, and promotes the development of new educational models for the societal transformation through Humanities and Liberal Arts.

In recent years EHU has been in the process of fundamental managerial reform. The purpose of this adaptation has been to make EHU more focused on strategic management, improvement of academic studies and life-long learning, research and arts activities, impact on national and regional development. Nevertheless, EHU continues to be a structure of being in the process of its transformation. This update on university's strategy for 2021–2026 is aimed at further delineation of medium-term strategic goals and actions to support them.

In 2026, EHU aspires to become internationally-oriented and recognized university, attracting civically minded students from Belarus and the region, distinguished by commitment to the European values and Liberal Arts as well as rich on-campus life and alumni network. Hence, EHU has defined 6 strategic goals which were distributed across the four-pillar model: (1) presence in wider educational market, (2) high quality of studies, (3) strategic partnerships, (4) internationalisation, (5) stronger research and arts activities, and (6) improved administration and organisation.

To align strategic direction with tasks and dedicated projects, 14 objectives have been established (see **Figure 1**), presented in greater detail in the “5. Implementation plan” section.

Teaching and Learning	Research, innovation and policy outreach	Governance, administration and resources	Third mission activities
<p>1.1 Strengthen and balance portfolio of academic programmes;</p> <p>1.2 Maintain and increase overall enrolment of students to 2 500;</p> <p>1.3 Strengthen international profile of the university and empower network partnerships;</p> <p>1.4 Enhance distance and online learning capacity.</p>	<p>2.1 Strengthen research (art) activity quality at the EHU;</p> <p>2.2 Support research communication, dissemination and grant acquisition;</p> <p>2.3 Support innovative, societally relevant research;</p> <p>2.4 Enhance collaborations and create new research networks;</p> <p>2.5 Develop forward looking strategic research collaborations between humanities and social sciences and IT;</p> <p>2.6 Improve and expand PhD study program portfolio at the EHU.</p>	<p>3.1 Achieve stable and sustainable funding without extensive dependence on a few sources of income;</p> <p>3.2 Make transition from current core funding to a student scholarship-based funding;</p> <p>3.3 Design and maintain professional support processes.</p>	<p>4.1 Create the EHU Hub.</p>

Figure 1: Strategic goals and objectives of EHU for 2021–2026

## 2. History and operations

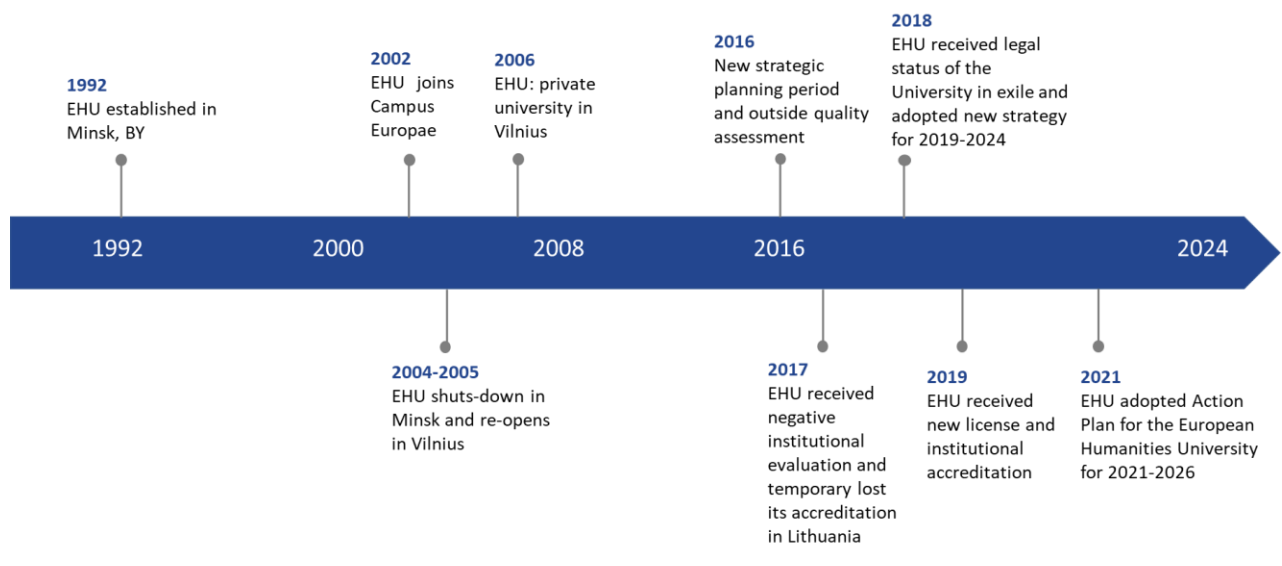
In this section, main past organisational developments and existing organisational structure are presented.

### 2.1. Past organisational developments and existing operations

EHU was founded in Minsk, Belarus in 1992 with the intention to create an educational institution designed after Western-style colleges and universities, rooted in the foundational study of the humanities and social sciences. Its primary purpose was to prepare young men and women to assume responsible roles in the future societal development of free and open Belarus as thoughtful professionals and civic leaders in their respective fields.

In 2004, after it was shut down by Belarusian authorities for standing up against attempts to undermine its academic freedom, EHU became a *university-in-exile*. Having started its operations in Vilnius, Lithuania, EHU received a private university status in 2006.

Figure 2: EHU's organisational developments up to 2021

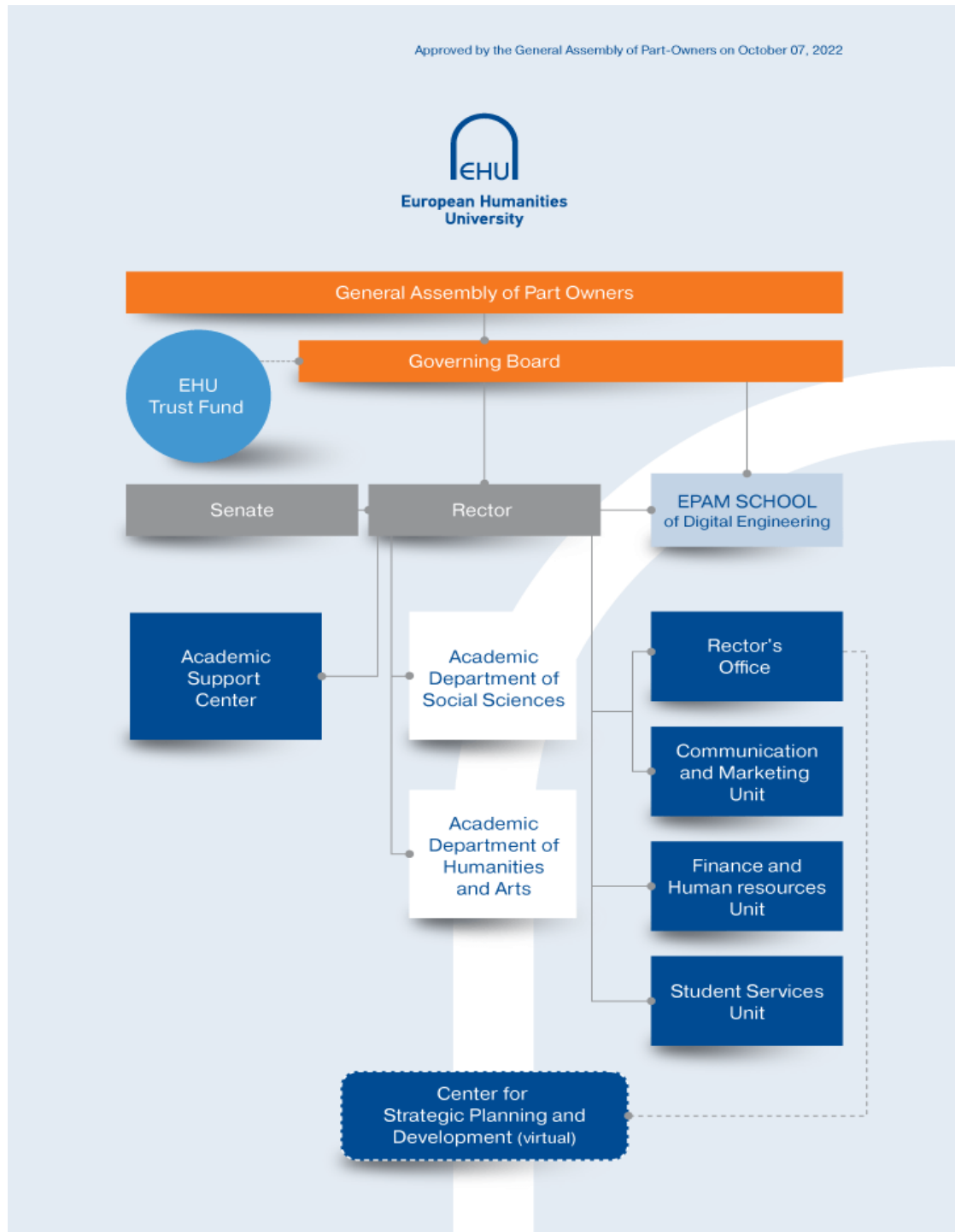


Since relocating to Lithuania, EHU was characterised by dynamics and challenges in its operations. At the present time it offers on- and off-campus study programmes (undergraduate, graduate, and doctoral) in the areas of humanities, social sciences, and arts.

## 2.2. Organisational structure

Main EHU's organisational units, along with governing bodies, are two parallel academic departments: Department of Social Sciences and Department of Humanities and Arts. Present organisational structure is depicted in **Figure 3**.

**Figure 3: Organisational structure of EHU**



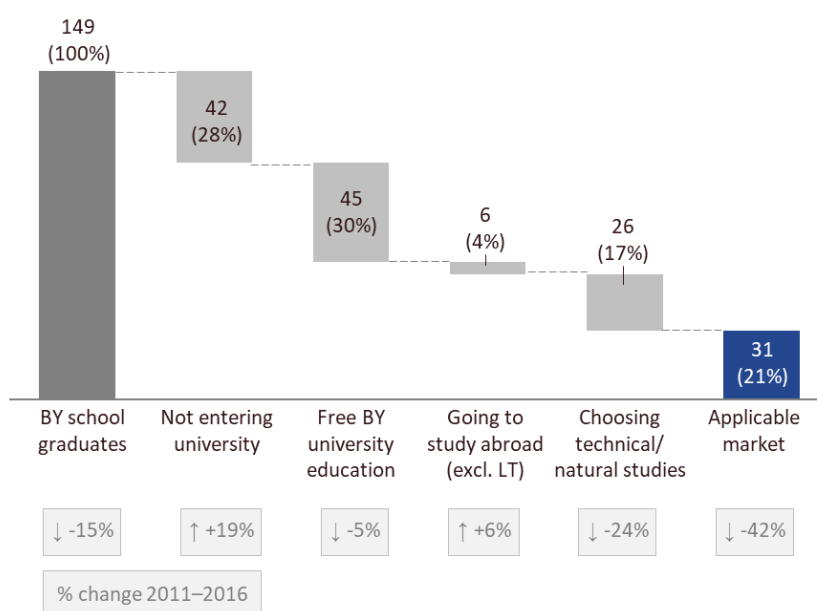
### 3. Present situation analysis

In this section, the main factors which form present situation of EHU are presented: *outside* setting / future trends<sup>1</sup> and *internal* EHU's strengths / challenges.

#### 3.1. Outside setting

**Trends in BY students' market.** Belarusian student market (the number of school graduates) has been significantly decreasing over the last 5 years because of decrease in birth rate, emigration and other factors. Correspondingly, the portion of school graduates considered as applicable market of EHU has been decreasing as well, since more graduates opt out of studying in universities or choose studying abroad. In AY 2016/17, the applicable market in Belarus for EHU was approx. 30 thousand students (see **Figure 4**).

**Figure 4: Components of yearly BY students' market for EHU, T. of people, AY 2016/17**



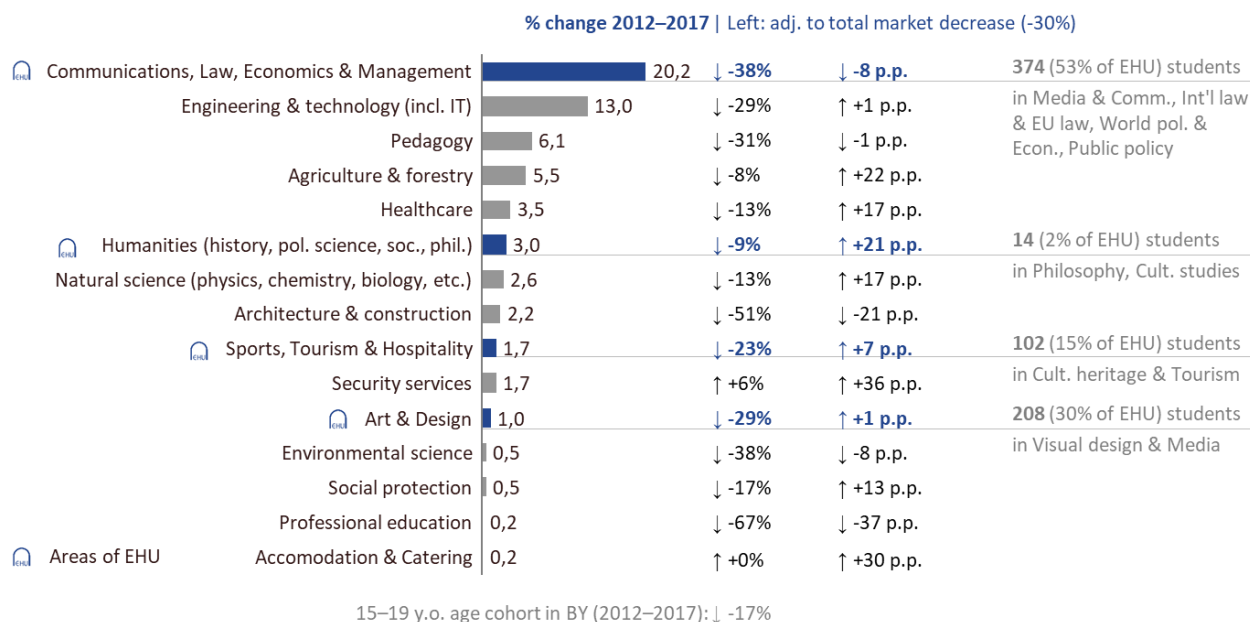
Source: Belarus Statistical Committee, BY Ministry of Education, bulletin 'Education in Belarus 2017'

**Popularity of study directions.** Number of Belarusian students fitted for EHU's study directions has been decreasing slower during the years 2012–2017 compared to the overall Belarusian student market in areas of Humanities, Tourism, and Arts / Design. However, decrease in the number of students choosing direction of Communications / Law has been steeper than the overall decline in the market. This is a challenge for EHU's study programmes of Media and Communications, International law and EU law, World politics and Economy, Public policy (see **Figure 5**).

<sup>1</sup> In-depth market research is planned to be implemented during 2023 to provide a greater insight into the market outlook and future trends.



Figure 5: 1<sup>st</sup> year students in BY universities by study direction, thous. of people, 2017



Source: Belarus Statistical Committee, BY Ministry of Education, bulletin 'Education in Belarus 2017', other

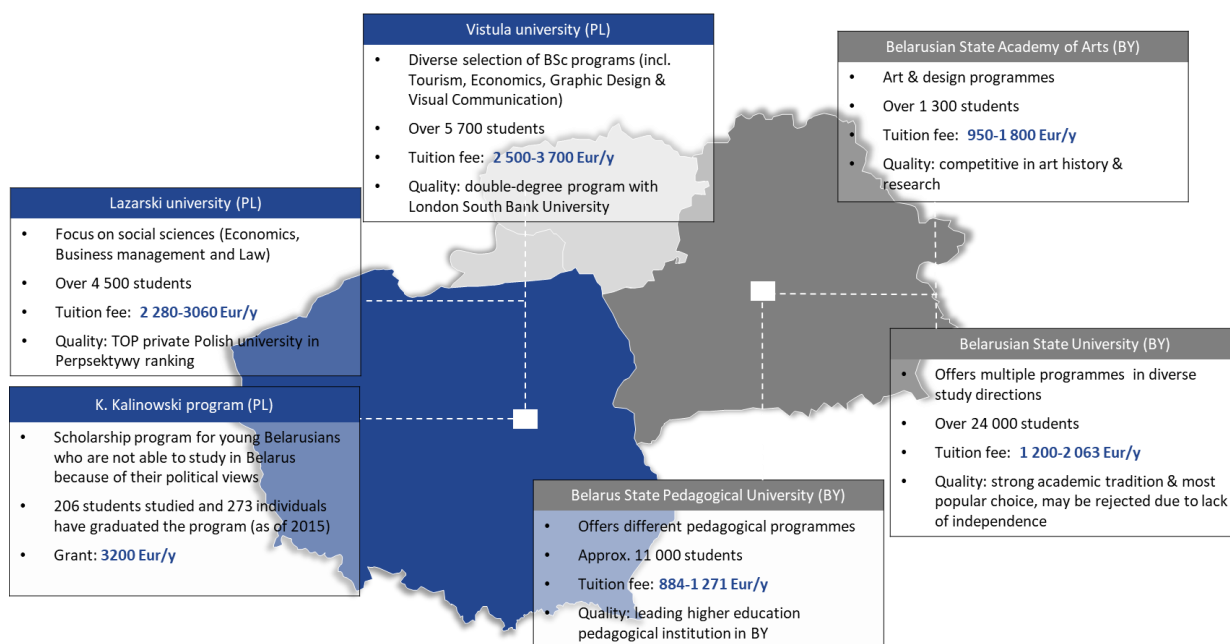
**Competition and EHU in the market.** Recently, the competition for EHU's applicable student market has intensified. Since EHU's mission has been directed towards students in Belarus, the university has to take competitors' study quality and tuition fees into consideration both inside and outside the country.

For those students opting to live and study in Belarus, the main alternative universities offer either similar or lower tuition fees in comparison to EHU. However, EHU is more competitive in providing international focus and different perspective on personal academic development (see EHU's mission and values).

In addition, students considering an opportunity to study abroad tend to lean towards universities in Poland which offer recognisably high-quality studies in higher prices or more significant subsidies (for a summary of EHU's position in the market, see Figure 6).

Detailed market research analysis is planned to be performed during first half of 2023 in order to evaluate competitiveness in the region among other universities.

**Figure 6: Direct competitors for EHU operations**



Source: selected universities' information. Tuition fee: AY 2022/23 for BY students, all undergraduate programmes

### 3.2. Internal strengths and weaknesses

On the basis of the combined evidence provided by an external evaluation of support to EHU commissioned by Sida, a “Survey of Impact to the Country of Origin (Belarus) by the European Humanities University” commissioned by the Ministry of Foreign Affairs of the Republic of Lithuania and a series of consultations with internal and external stakeholders of EHU conducted in Spring-Summer 2021 the following Strengths and Weaknesses. Key strengths and weaknesses are summarized in the **Table 1** below, while the extensive list of strengths and weaknesses is provided in the Action Plan prepared for period 2021-2026.

**Table 1: Identified strengths and weaknesses of EHU**

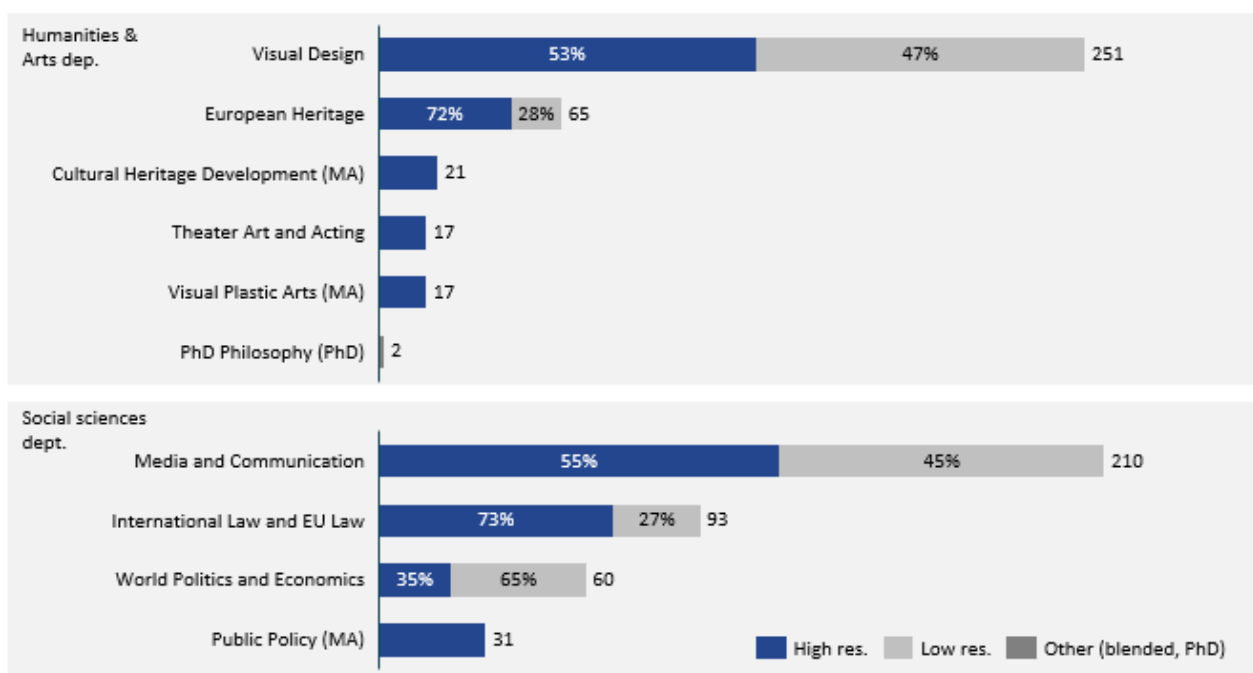
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>Functioning based on principles of academic freedom and commitment to European Values;</li> <li>Staff is committed to professional and civic activities;</li> <li>Activities in research and civic engagement have led to public debate on a wide range of issues;</li> <li>Alumni make significant contributions to socio-economic and cultural developments in Belarus.</li> </ul>	<ul style="list-style-type: none"> <li>Difficulties to adapt the requirements of Lithuanian higher-education sector authorities;</li> <li>Weak financial base of the University;</li> <li>Short-cycle nature of funding from donors;</li> <li>Shrinking number of students enrolled;</li> <li>Weak management of resources, financial planning, submission of research funding proposals and management of projects;</li> <li>Under-staffed of key leadership positions and administrative roles;</li> </ul>

- The Governing Board is not representative of Belarus and is not acting sufficiently;
- Insufficient integration to European higher-education networks;
- The research activity is not in line with requirements;
- Poor relations with civil society.

Based on the insights, it can be summarized, that EHU is well positioned to serve its mission in relation to internationality, European Values, and enablement of the students to develop their own initiatives and to provide their contribution to cultural developments in Belarus. The weaknesses, however, remain related to the financing related challenges, requirement to pursue the growth of the student body, and to align administrative capabilities with the needs of the university. The more pronounced financial capability could allow for subsequent activities and initiatives, bridging the European and Belarusian civil societies. In order to enable the more rapid growth in student numbers, the additional activities have to also be performed in the teaching and research areas, focusing on greater quality and with the needs of the students in mind.

Based on strengths and weaknesses identified above, Action plan with particular objectives was adopted in order to maintain effective and efficient improvement.

**Figure 7: Number of EHU students by study department, programme & study type, no. of people and %, Oct. 2021**



Total Oct. 2021: 767

## 4. Strategic guidelines of EHU

In this section, mission, vision and values of EHU are presented along with 4 medium-term strategic goals established based on four pillar blocks. It is sought that the strategic goals would be well in line with the mission, vision, values and the profile of the university. Having been serving as a university in exile, the primary target for providing education to students is focused on the Belarusian market.

The key programmes are focused on Humanities and Liberal arts, where the students would be exposed to international experience, European values and strong alumni network. In order to implement the ambition, the strategic goals include both the focus on current teaching and research activities (strengthening the academic impact through quality of the offering), and the financial sustainability aims (primarily through managerial reforms and an extensive increase in student numbers).

### 4.1. Mission, vision and values of EHU

**Mission:** Student-centered University for promoting civil society development through Humanities and Liberal Arts for students from Belarus and the region by bringing them together in Vilnius and offering international experience in study quality.

**Vision in 2026:** Internationally-oriented University, attracting civically-minded students from Belarus and the region, distinguished by commitment to the European values and Liberal Arts as well as rich on-campus life and alumni network.

**Values:**

- European values – to encourage comprehensive student improvement and democratic attitudes toward personal and civil development by means of liberal teaching and learning and critical thinking.
- Study quality – to demonstrate superior academic and co-curricular experience.
- Agility – to ensure a timely and adequate response to changes in the external and internal environment.

**Profile:**

- Humanities;
- Arts;
- Social Sciences.

## 4.2. Strategic goals

EHU’s strategic goals aimed at reaching its vision in AY 2025/26 are presented below.

**Figure 8: Strategic goals and objectives of EHU for 2021–2026**

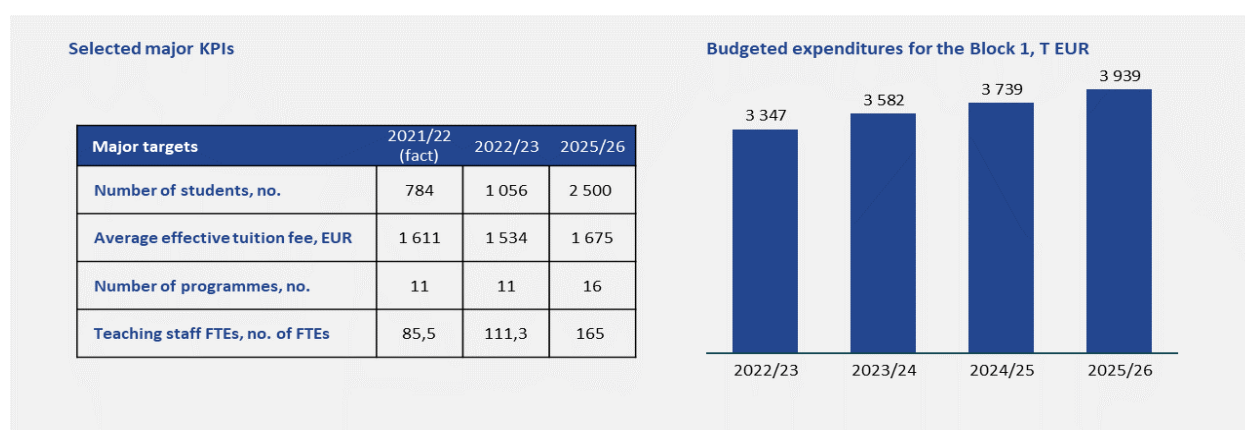
Teaching and Learning	Research, innovation and policy outreach	Governance, administration and resources	Third mission activities
<p>1.1 Strengthen and balance portfolio of academic programmes;</p> <p>1.2 Maintain and increase overall enrolment of students to 2500;</p> <p>1.3 Strengthen international profile of the university and empower network partnerships;</p> <p>1.4 Enhance distance and online learning capacity.</p>	<p>2.1 Strengthen research (art) activity quality at the EHU;</p> <p>2.2 Support research communication, dissemination and grant acquisition;</p> <p>2.3 Support innovative, societally relevant research;</p> <p>2.4 Enhance collaborations and create new research networks;</p> <p>2.5 Develop forward looking strategic research collaborations between humanities and social sciences and IT;</p> <p>2.6 Improve and expand PhD study program portfolio at the EHU.</p>	<p>3.1 Achieve stable and sustainable funding without extensive dependance on a few sources of income;</p> <p>3.2 Make transition from current core funding to a student scholarship-based funding;</p> <p>3.3 Design and maintain professional support processes.</p>	<p>4.1 Create the EHU Hub.</p>

## 5. Implementation plan

The implementation plan for 4 EHU's strategic goals is presented in this section. Each strategic goal is divided into objectives which in turn are characterised by their tasks, performance indicators, owners and feedback about their implementation until 2023.

### 5.1. Teaching and Learning

Figure 9: Selected major KPIs and projected budget for the Block 1



By 2026 the European Humanities University is planning to achieve following objectives in order to ensure effective and efficient teaching and learning process.

#### 5.1.1. Strengthen and balance portfolio of academic programmes

In the first three years of implementation of the EHU Strategy good progress has been made in reshaping the portfolio of academic programmes, improving the quality of education programmes and the procedures employed in quality management. However, the range of degree programmes offered remains limited in number, and the number of students enrolled in EHU programmes has not featured as significant growth over the recent years, as it was aimed for.

#### 5.1.1 Strengthen and balance portfolio of academic programmes

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>Introduce new fields of study which will complement the existing programmes portfolio</li> <li>Review a financial and structural model for each study program in the context of strategic needs</li> <li>Establish and maintain scholarships for students-assistants</li> </ul>	<ul style="list-style-type: none"> <li>Number of new programmes introduced                             <ul style="list-style-type: none"> <li>Total: 8 new programmes by 2026</li> </ul> </li> <li>Programme portfolio reviewed                             <ul style="list-style-type: none"> <li>Due by: 2024</li> </ul> </li> <li>Financial model reviewed in the context of strategic needs                             <ul style="list-style-type: none"> <li>Annual revision</li> </ul> </li> <li>Support for research/art centers in the form of student assistance via reviewed mode of stipend allocated                             <ul style="list-style-type: none"> <li>Annual revision</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Academic Department of Social Science</li> <li>Academic Department of Humanities and Arts</li> <li>Academic Support Center</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>New faculty workload calculation model adapted</li> <li>60 student assistant scholarships during AY 2021-2022 have been established</li> <li>4 concepts of new study programmes have been prepared</li> <li>Student activity reports in each sphere of assistance were reviewed and summarised</li> </ul>

### 5.1.2. Maintain and increase overall enrolment of students to 2 500

The previous strategy for the years 2019-2024 has focused on achieving a total amount of students enrolled of 850 by the 2023-2024 Academic Year. The trend seen in recent years, has indeed proven that the geopolitical circumstances and developments in Belarus requires for strong EHU positional with targeted programmes and dedicated staff. While the earlier iteration in strategy development featured a decline in student enrolments, compounded by ongoing challenges in achieving retention of students (notwithstanding efforts made to address drop-out causes); currently the net rates of drop-out cases has been significantly reduced and the growth in overall student numbers (albeit slower than initially aimed for) allows for ambitious future aims.

Among the major aims is to build financial independence of the university, where number of students, as the key source of income, has a paramount role. The aims for the growing rates of students are complimented by the aims to transition to a four-pillar model of funding, and the imperative to move to full-economic costing of degree programmes and associated fee-level (full cost) identification. The reviewed costs have a direct link to the demand of the study programmes offered, which also needs to be factored into the question of student recruitment. Additional donor funding is to be made available, both on the basis that the current target figures for recruitment are increased; as well as given the feedback from the students. The figure of 2 500 students (which includes the number of students from the new EHU branches, which are to be established on the basis of study programs developed in cooperation with the EPAM technologies and BEROC TC) by 2026 is ambitious and a significant increase from the past target of 850. However, the university did succeed in maintaining a student base of almost 1 000 students in its earlier and most difficult years of operation in Lithuania.

#### 5.1.2 Maintain and increase overall enrolment of students to 2 500

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Develop and adopt new programme portfolio management and review procedures:               <ul style="list-style-type: none"> <li>• Financial viability and sustainability analysis</li> <li>• Full economic costing and break-even point analysis</li> </ul> </li> <li>• Revise recruitment and marketing strategy in order to meet planned increase in number of students</li> <li>• Conduct market research to determine student ability to pay</li> <li>• Expand the list of career opportunities and extra curriculum activities</li> </ul>	<ul style="list-style-type: none"> <li>• All programmes reviewed based on the developed procedures               <ul style="list-style-type: none"> <li>– Due by: Q3, 2023</li> </ul> </li> <li>• Market research (student ability to pay) completed               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• Revised recruitment marketing strategy prepared               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• Academic programmes reviewed               <ul style="list-style-type: none"> <li>– Revised annually</li> </ul> </li> <li>• New extra curriculum activities prepared               <ul style="list-style-type: none"> <li>– Annual targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finance and Human Resource Unit</li> <li>• Communication and Marketing Unit</li> </ul> <p><b>Key developments during 2022-2023:</b></p> <ul style="list-style-type: none"> <li>• New enrolments 2022-2023: 453 + 143 (informatics); total number of students enrolled: 1 200).</li> </ul>

### 5.1.3. Strengthen international profile of the university and empower network partnerships

Substantive progress has been made under the current EHU Strategy through the development of a broader range of collaborative activities and partnership-building, and an increase in mobility of students and staff. Progress towards establishing joint / double degree programmes is slow and time- and resource-intensive for the staff involved.

The EHU Internationalisation Strategy will encompass all aspects of the university's international cooperation (in the spheres of teaching and learning, research, and its civic mission).

### 5.1.3 Strengthen international profile of the university and empower network partnerships

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Prepare internationalisation strategy. Expand networking activities with partner institutions</li> <li>• Review of state of progress in establishing and running joint/double degree programs</li> </ul>	<ul style="list-style-type: none"> <li>• Research into international cooperation opportunities conducted                             <ul style="list-style-type: none"> <li>– Due by: Q4, 2023</li> </ul> </li> <li>• Establishing and running joint/double degree programmes (number of programmes)                             <ul style="list-style-type: none"> <li>– At least 1 programmes by 2026</li> </ul> </li> <li>• Internationalisation strategy prepared and put in action                             <ul style="list-style-type: none"> <li>– Due by: Q4, 2023</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Academic Department of Social Sciences</li> <li>• Academic Department of Humanities and Arts</li> <li>• Academic Support Center</li> <li>• Center for Strategic Planning and Development</li> <li>• Communication and Marketing Unit</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• The Questionnaire to the EHU community to gather information about the current institutional partnership was prepared and sent out. Lacking zones of the EHU current approach have been identified</li> </ul>

### 5.1.4. Enhance distance and online learning capacity<sup>2</sup>

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Conduct first market research to determine the educational needs of target learning groups (together with 5.1.2)</li> <li>• Develop concept, mission and vision of EHU DL Hub</li> <li>• Establish EHU DL Hub and recruit a coordinator</li> <li>• Create an information platform about distance learning opportunities</li> <li>• Create multi-institutional platform and technical support system for distance learning service providers</li> <li>• Start providing distance learning services to individual and institutional users</li> </ul>	<ul style="list-style-type: none"> <li>• Market research to determine the educational needs of target learning groups conducted                             <ul style="list-style-type: none"> <li>– Due by: December, 2023</li> </ul> </li> <li>• Concept, mission and vision of EHU DL Hub developed<sup>3</sup> <ul style="list-style-type: none"> <li>– Due by: November 2023</li> </ul> </li> <li>• EHU DL Hub established and coordinator recruited<sup>3</sup> <ul style="list-style-type: none"> <li>– Due by: November, 2023</li> </ul> </li> <li>• Information platform about distance learning opportunities created<sup>3</sup> <ul style="list-style-type: none"> <li>– Due by: November, 2023</li> </ul> </li> <li>• Multi-institutional platform and technical support system established<sup>3</sup> <ul style="list-style-type: none"> <li>– Due by: November, 2023</li> </ul> </li> <li>• Distance learning services are provided</li> </ul>	<ul style="list-style-type: none"> <li>• Center for Strategic Planning and Development</li> <li>• Academic Support Center</li> <li>• Communication and Marketing Unit</li> <li>• EHU DL Hub coordinator</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• ~80 distance courses for external users were offered</li> </ul>

<sup>2</sup> After coordination of the issue with the Trust Fund and in association with the release of new SALT support program, instead of the separate LLL Center (planned in 2021-2022) and separate EHU Resource Center (planned in 2022-2023), with the aim of rationalising the management of EHU's human and intangible resources was taken decision to establish and to start operating the EHU DISTANCE LEARNING HUB (EHU DL Hub), which on the beginning will start its operation mainly on EHU based resources and will be expanded with partners resources after SALT program project will start.

<sup>3</sup> If additional SALT program funding is received

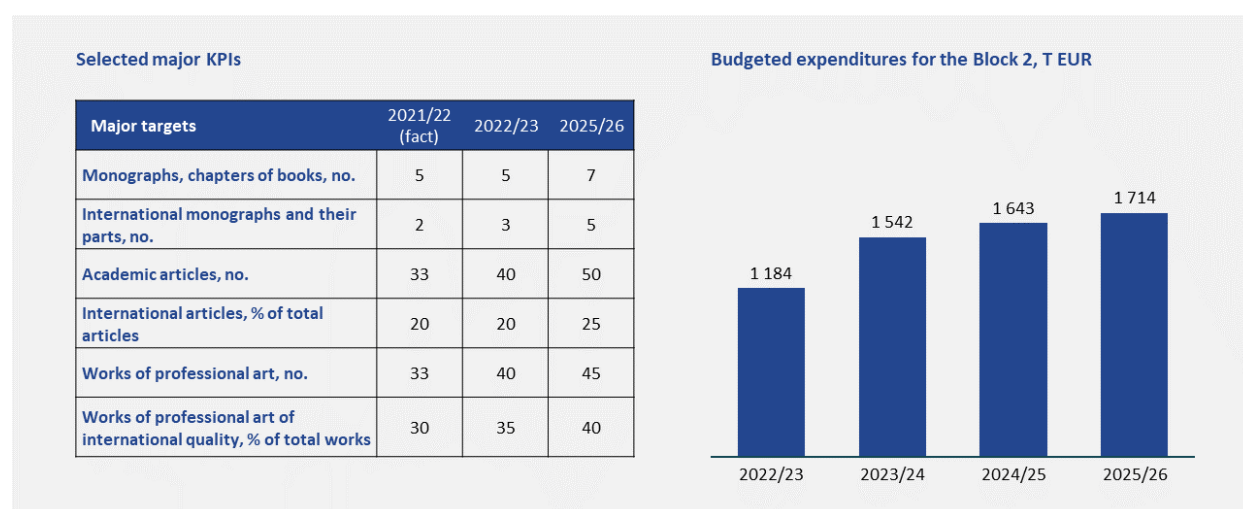


	– Due by: November, 2023	
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While the EHU has a strong track-record in the delivery of online learning and distance learning provision, this has been focused on academic programmes, with only a limited amount of non-degree course provision. There is scope for considerable expansion of EHU’s offering in the sphere of lifelong learning, to respond to the needs of Belarusian society, academia, and professional spheres. The expansion of non-degree provision needs to be coordinated with the degree programme provision to ensure effective use of staffing resources.

## 5.2. Research, innovation and policy outreach

**Figure 10: Selected major KPIs and projected budget for the Block 2**



The university’s activities in the sphere of research, art and outreach include several research programmes and collaborations structured via research centers such as the Center for Constitutionalism and Human Rights, Center for Gender Studies and others. Research in social science, humanities and art activities will increase the visibility and reputation of the EHU in Belarus and the neighbouring countries

and support the university in realizing its mission. This is also in-line with significant review of the remuneration in relation to the research activities, enabling a thorough focus on the research activities and providing the necessary resource for building the research quality in the university.

### 5.2.1. Strengthen research (art) activity quality at the EHU

To achieve this result, scientific research and/or art work should be increased to include a larger share of the workload of all staff, ideally, more than 50 percent of the total time when considering delivering lectures and supervising classes.

The rationale to provide structural support for research for at least 0,3 FTE is to bring into the open the hidden costs of time spent on research/ art activities as part of the funding model. This will ensure research/ art are accorded their place in academic activities as part of the university’s core mission.

One of the reasons for a disbalance in standards of research activities being different paradigms of implementation of academic research and preparation of academic publications, the EHU is seeking to address it with the provision of seminars and workshops on these topics, conducted by the experts in the field.

5.2.1 Strengthen research (art) activity potential and quality at EHU		
<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Advertise, hire and allocate 2 additional administrative FTEs between the two departments</li> <li>• Allocate 0,3 - 0,4 FTE per position for research fellows</li> <li>• Introduce a pool of external experts in order to increase (art) research quality</li> <li>• Establish financial research (art) activity principles based on the individual “baskets”</li> <li>• Organize professional competence improvement courses and workshops</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Allocated additional FTEs and hired people               <ul style="list-style-type: none"> <li>– Due by: 2023</li> </ul> </li> <li>• At least 2 complex competence improvement sessions held               <ul style="list-style-type: none"> <li>– Annual target</li> </ul> </li> <li>• Financial research (art) activity principles, based on the individual “package” established and put into action               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• External experts’ team to provide insights regarding research quality increase established               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> </ul>	<p><b>In charge:</b></p> <ul style="list-style-type: none"> <li>• Finance and Human Resource Unit</li> <li>• Academic department of Social Sciences</li> <li>• Academic Departments of Humanities and Arts</li> <li>• Center for Strategic Planning and Development</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• 5 FTE for positions of research fellows allocated between 2 departments</li> <li>• Research (art) activity coordinator position established. Specialist is hired and fulfilling its functions</li> <li>• Study visits for research support staff promoted regularly</li> </ul>

### 5.2.2. Support research communication, dissemination and grant acquisition

The important research support activities need to be partly redistributed to dedicated staff to ensure the success of core activities such as research and teaching. For this purpose, the university will create research support infrastructure at the department level to support grant acquisition and the dissemination of results. Also, the strategic concept for EHU in order to enhance its participation in various financial instruments, determine research priorities, identify strategic partners will be prepared.

5.2.2 Support research communication, dissemination and grant acquisition		
<p><b>Tasks:</b></p> <ul style="list-style-type: none"> <li>• Reorganize and reintroduce three positions of coordinators:               <ul style="list-style-type: none"> <li>• for studies;</li> <li>• for research and projects;</li> <li>• for communication and cooperation.</li> </ul> </li> <li>• Prepare strategic concept on EHU participation in scientific projects (national and international)</li> </ul>	<p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Reorganization of coordinators positions and new positions filled               <ul style="list-style-type: none"> <li>– Due by: Q1, 2023</li> </ul> </li> <li>• Strategic needs and possibilities for the expansion in project activities identified               <ul style="list-style-type: none"> <li>– Due by: Q4, 2023</li> </ul> </li> </ul>	<p><b>In charge:</b></p> <ul style="list-style-type: none"> <li>• Center for Strategic Planning and Development</li> <li>• Academic department of Social Sciences</li> <li>• Academic Departments of Humanities and Arts</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• Description of functions of coordinator for development and partnerships prepared</li> </ul>

### 5.2.3. Support innovative, societally relevant research

The university should build on existing strengths but also develop new lines of research that respond to societal needs and support research-based teaching. Among others, priority research areas that could be strengthened could be, for example, public policy, economics, political science, area studies.

The rationale for the provision of seed funding is to encourage innovation and societally relevant research targeting specific deliverables such as reports, databases, articles in popular and think tank outlets, books. In addition, seed funding guidelines will promote cooperation with stakeholders such as business and Belarus civil society.

5.2.3 Support innovative, societally relevant research		
<b>Tasks:</b> <ul style="list-style-type: none"> <li>• Create and maintain a research seed fund of approximately 50 000 EUR per year</li> <li>• Establish a cycle of annual competitions for research seed funding</li> <li>• Develop a set of project evaluation criteria, application format and procedure for application and assessment</li> <li>• Recruit an interdisciplinary committee of international academics</li> <li>• Formulate clear and transparent application criteria</li> <li>• Organize annual application round for new seed research funding</li> </ul>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>• Research seed fund established               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• Number of research project applications supported               <ul style="list-style-type: none"> <li>– Annual targets</li> </ul> </li> </ul>	<b>In charge:</b> <ul style="list-style-type: none"> <li>• Center for Strategic Planning and Development</li> </ul> <b>Key developments during 2021-2022:</b> <ul style="list-style-type: none"> <li>• Regulations of Seed-fund prepared and discussed with the committee of Senate on Research. Several minor editions, associated with the better integration of fund into the general research activity support scheme were made</li> </ul>

### 5.2.4. Enhance collaborations and create new research networks

One of the key problems identified by reviews has been the relative isolation of EHU staff from regional and European university and research networks.

The promotion of research networks will be integrated into the internationalization plan of the university. The university will pursue an ambitious plan of action regarding internationalisation, based on a comprehensive internationalisation strategy that will build on the existing framework for international activities.

5.2.4 Enhance collaborations and create new research networks		
<b>Tasks:</b> <ul style="list-style-type: none"> <li>• Organize grand scale conference, series of meetings, workshops to promote collaboration between academic institutions</li> <li>• Organize and fund meetings, workshops to identify possible collaborations</li> <li>• Establish a fund to support attendance of international conferences by EHU staff</li> <li>• Promote OSUN-supported activities inclusion into EHU</li> </ul>	<b>Indicators:</b> <ul style="list-style-type: none"> <li>• Organized conferences, meetings and workshops               <ul style="list-style-type: none"> <li>– Annual targets</li> </ul> </li> <li>• Funding is provided for organization of meetings, workshops to identify possible collaborations               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• Attendance in international conferences supported via individual research “package”               <ul style="list-style-type: none"> <li>– Annual target</li> </ul> </li> <li>• OSUN-supported activities implemented               <ul style="list-style-type: none"> <li>– Annual target</li> </ul> </li> </ul>	<b>In charge:</b> <ul style="list-style-type: none"> <li>• Communication and Marketing Unit</li> <li>• Academic department of Social Sciences</li> <li>• Academic Departments of Humanities and Arts</li> <li>• Center for Strategic Planning and Development</li> </ul> <b>Key developments during 2021-2022:</b> <ul style="list-style-type: none"> <li>• 11 initiatives of academic collaboration in nature (joined project applications, visits, workshops, summer schools) took place</li> <li>• 1 international monograph; 2 parts of international monographs; 5 international articles; 50 participations in international conferences</li> <li>• 11 minor OSUN-supported activities being implemented</li> <li>• Regulations on the EHU (Individual</li> </ul>

		Faculty and Institutional) participation in the OSUN activities and projects was prepared
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### 5.2.5. Develop forward looking strategic research collaborations between humanities and social sciences and IT

To innovate, the university will build on its unique portfolio and combination of social sciences, art and humanities with the recent addition of information technology. The provision of big data-based insights for public policy can be a promising line of societally relevant research given the addition of IT component to EHU’s teaching programmes.

#### 5.2.5 Develop forward looking strategic research collaborations between humanities and social sciences and IT

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Support collaborations between centers and scholars with IT specialists inside and outside university</li> <li>• Organize an initial workshop to identify pilot research projects to be supported</li> <li>• Establish Laboratory of Digital Humanities and Arts</li> </ul>	<ul style="list-style-type: none"> <li>• Laboratory of Digital Humanities and Arts established               <ul style="list-style-type: none"> <li>– Due by: Q4, 2023</li> </ul> </li> <li>• Joint fund for projects established               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• The list of pilot projects to support identified               <ul style="list-style-type: none"> <li>– Due by: Q4, 2023</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Center for Strategic Planning and Development</li> <li>• Academic department of Social Sciences</li> <li>• Academic Departments of Humanities and Arts</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• Series of meetings on the strategic research collaborations between humanities and social sciences and IT took place</li> <li>• Digital Arts Gallery concept developed and the idea was being implemented</li> </ul>

### 5.2.6. Improve and expand PhD study program portfolio at the EHU

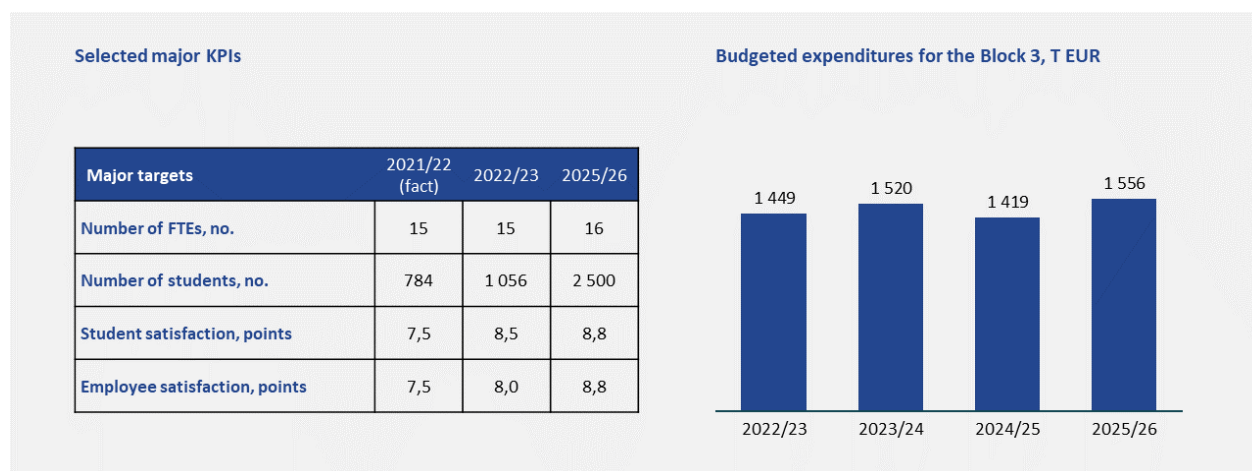
Following the Objectives of The EHU Action Plan for 2021–2026, results of the external evaluation of the PhD study program of Philosophy, performed by the Research Council of Lithuania and the existing practical needs, actions, necessary to improve quality of the doctoral studies at the EHU are to be made. In addition, possibility study is to be made in order to evaluate if there are possibilities for the new PhD study programs in the strategic scientific fields of the EHU to be established. Potential scientific fields – History and Law.

#### 5.2.6 Improve and expand PhD study programmes portfolio at the EHU

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Identify the means to improve quality of Philosophy program (PhD)</li> <li>• Identify the possibilities to establish new doctoral study programmes in the EHU</li> </ul>	<ul style="list-style-type: none"> <li>• List of improvements to Philosophy (PhD) program identified and implemented               <ul style="list-style-type: none"> <li>– Due by: Q4, 2023</li> </ul> </li> <li>• Analysis of possible new PhD programmes conducted               <ul style="list-style-type: none"> <li>– Due by: Q1, 2024</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Center for Strategic Planning and Development</li> <li>• Academic department of Social Sciences</li> <li>• Academic Departments of Humanities and Arts</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <p>This is a new objective only applicable from 2022-2023</p>

## 5.3. Governance, administration and resources

Figure 11: Selected major KPIs and projected budget for the Block 3



Following recommendations made in the evaluation report on Support to the European Humanities University (Sida, February 2021), and extensive discussions involving the EHU senior management, the Governing Board, the General Assembly of Part Owners, and the donor community, a number of changes are due to be effected in the governance structures and procedures of EHU.

### 5.3.1. Achieve stable and sustainable funding, without extensive dependence on a few sources of income

The rationale behind this objective is that EHU funding should be made less dependent on external funding. Financial sustainability is the goal and by 2026 EHU will have made substantial progress towards this. The reality, however, is that for the foreseeable future EHU will remain reliant on donor funding. EHU should be encouraged to develop activities that generate additional flows of revenue. All resources available to the university can be used for this purpose: knowledge, talents, infrastructure.

#### 5.3.1 Achieve stable and sustainable funding, without extensive dependence on a few sources of income

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Prepare a strategic development plan for cash funding</li> <li>• Further develop a firm model of collaboration with stakeholders</li> <li>• Organise regular Town hall meetings with stakeholders</li> <li>• Further develop a model for the focused-support for the academic programmes and students</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic development plan for funding prepared:               <ul style="list-style-type: none"> <li>– Due by: 2024</li> </ul> </li> <li>• The list of potential new donors prepared and model of collaboration established:               <ul style="list-style-type: none"> <li>– Due by: 2023</li> </ul> </li> <li>• Town hall meetings with stakeholders organised:               <ul style="list-style-type: none"> <li>– Annual targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finance and Human Resources Unit</li> <li>• Center for Strategic Planning and Development</li> <li>• Academic Support Center</li> <li>• Academic department of Social Sciences</li> <li>• Academic Departments of Humanities and Arts</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• Formal written Model of collaboration with stakeholders renewed and prepared as a Zero-draft agreement paper for collaboration with current and prospective stakeholder</li> <li>• Analysis on legal aspects of cooperation carried out jointly by the EHU and CPMA (mainly with EPAM)</li> </ul>

- Series of meeting with representatives of BEROCC to discuss potential establishment of a new branch oriented towards the of economics and management

### 5.3.2. Make the transition from current core funding to a student scholarship-based funding

Cycle of consultation sessions with CPMA took place. Corresponding Term of References for the hiring the team of experts to prepare possibility study to indicate optimal model of the EHU transition to the student scholarship-based model was prepared. Team of experts was hired and is working on the possibility study, which is to be finished by the end of October, 2022. The purpose of the adoption of the new model – the transition from core to scholarship funding links levels of funding more directly to the demands from the target group. Potential donors 35 mentioned their preference for a scholarship-based system as a condition to (re-)enter to contribute in supporting EHU, given a better link to actual outputs of graduated students.

#### 5.3.2 Make the transition from current core funding to a student scholarship-based funding

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Design an internal financial distribution model;</li> <li>• Create incentives for scientists to develop research and business development activities</li> <li>• Develop an education distribution model</li> <li>• Design an education cost model</li> </ul>	<ul style="list-style-type: none"> <li>• Revised donor financing system proposed:               <ul style="list-style-type: none"> <li>– Due by: Q2, 2023</li> </ul> </li> <li>• Transition from core funding to a student scholarship-based funding completed:               <ul style="list-style-type: none"> <li>– Due by: Q2, 2024</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Finance and Human Resources Unit</li> <li>• Communication and Marketing Unit</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• Adapted the current accounting and reporting framework in accordance to the new 4 pillar model</li> <li>• Following “Recommendations on the Structure of the Workload of Lecturers of Higher Education Institutions” implemented staff time allocation model</li> <li>• Prepared possibility study to indicate optimal model for the EHU transition to the student scholarships-based model</li> </ul>

### 5.3.3. Design and maintain professional support processes

The rationale behind this objective is that professional support processes must be set up in order to be able to use the scientists’ energy and time to the maximum for realizing the future ambitions of EHU. To support education & research, these processes are designed in collaboration with the scientists and positioned as closely as possible to the scientist (within the departments).

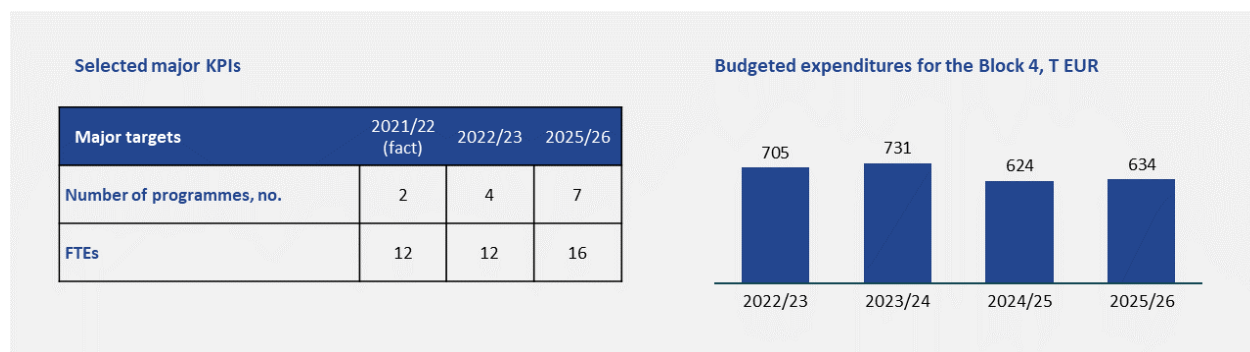
When it comes to general support for all staff working for EHU – such as housing, cleaning, but also Human Resources (HR) services – the support can be positioned further away from the scientists (i.e. in the Rector’s office). Professional support staff can also significantly contribute to the realization of the ambitious development plan for EHU in terms of the build-up of a research portfolio and the start-up of income generating business activities.

#### 5.3.3 Design and maintain professional support processes

Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> <li>• Identify departments which need to be developed with high priority and support their improvement of general skills</li> <li>• Provide support for existing research programmes and centers through IT tools and systems implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Professional trainings need identified and provided accordingly               <ul style="list-style-type: none"> <li>– Annual target</li> </ul> </li> <li>• IT tools and systems need identified and provided               <ul style="list-style-type: none"> <li>– Annual target</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Center for Strategic planning and development</li> <li>• Finance and Human Resources Unit</li> </ul> <p><b>Key developments during 2021-2022:</b></p> <ul style="list-style-type: none"> <li>• List of technical assistance services was constructed and discussed with CPMA. Various activities were implemented or are currently under the implementation</li> </ul>

## 5.4. Third Mission activities

Figure 12: Selected major KPIs and projected budget for the Block 4



These activities are introduced as complementary ones to the core activities covered in the Strategy. The third mission activities of the EHU form an integrated part of the university's work, drawing on and complementing the teaching and learning and research functions of the EHU, and extending their impact through engaging external stakeholders and audiences.

### 5.4.1. Create the EHU Hub

There is a considerable amount of activity already taking place at EHU with regard to engagement with users of research and analyses, promotion of cultural heritage, gender studies, coordination of urban development network, independent media activities, work on constitutionalism and human rights, etc.

However, these activities are somewhat fragmented in terms of projecting a unified institutional profile of EHU. There is a need to bring such work together into a common hub, that can serve as the venue for in-person and virtual engagement between EHU and its external stakeholders. This can include the activities of the think-tank function proposed in the current Action Plan, cultural and arts events organised by the EHU, conferences and seminars on Belarusian studies.

#### 5.4.1 Create the EHU Hub

##### Tasks:

- Establish the concept of the EHU hub
- Appoint coordinator to facilitate the development and activities of the Hub

##### Indicators:

- Concept of the EHU Hub established
  - Due by: Q4, 2023
- Appointed coordinator for the Hub development
  - Due by: Q4, 2023
- Developed an annual programme for the Hub
  - Due by: Q2, 2024

##### In charge:

- The Hub coordinator
- Center for Strategic Planning and Development

##### Key developments during 2021-2022:

- The Center for Strategic Planning and Development was established
- Concrete needs were indicated and communicated to the experts from the College of Europe
- Further development and actions model was suggested by EUD provided expert-consultant

#### 5.4.2. Create the EHU Resource Center

**NOTE:** After coordination of the issue with the Trust Fund and in association with the release of new SALT support program, the preconditions and goals for the development of the EHU LLL and EHU Resources Centers establishments and activities directions are being reviewed and will be adapted into the new AWP (2022-2023) and EHU Life-Long Learning (Distance Learning) center concept to be expanded according to new expanded role of planned EHU Distance Learning HUB for Belarus (EHU DLHub). Please see **objective 5.1.4.**



## 6. Implementation of the strategy

In this section, final provisions on Strategy implementation (functions, responsibilities and related procedures) are presented.

### 6.1. Functions and responsibilities

Functions and responsibilities throughout the Strategy implementation process are the following:

- Annual revision of progress in the middle of the calendar year (conducting mid-term reviews);
  - Responsible: Rector.
- Data collection necessary for evaluation of progress and measurement of key performance indicators (*KPI's*);
  - Responsible: Rector's office.

Results of the mid-term reviews (progress on strategic objectives, factors influencing their implementation and possible adjustment strategies) are presented and analysed during annual mid-term Strategy implementation meetings.

Progress and performance on strategic objectives are considered to be a responsibility of positions assigned in Implementation plan (see Section 5).

### 6.2. Strategy adjustment

During implementation of the Strategy, it is important to acknowledge and react to possible internal and external changes. Strategy can be adjusted as a result of mid-term reviews, followed by on-going monitoring of dedicated projects/tasks.

Possible rationale for Strategy adjustments is one/several of the following:

- Strategic goals are significantly affected by unforeseen changes in external environment;
- Inability to perform strategic tasks due to inadequate distribution of staff, resources or liabilities;
- Performance indicators prove to be inadequately established due to lack of experience;
- Employee competences are unfit to perform foreseen strategic tasks.

Strategy as a whole is approved and can be adjusted with the formal consent of the EHU's Governing Board.

Strategy implementation plan (Section 5) can be adjusted with the formal consent of the EHU Rector (ordinary procedure: as a result of mid-term reviews).

## Annex: EHU's risk assessment

In this annex to the Strategy, potential risks of implementing the strategic initiatives or other on-going university operations are presented and evaluated; mitigation of each risk is planned (taking into consideration the Decision No. 149 of the Government of the Republic of Lithuania, adopted on 1<sup>st</sup> of March, [2017](#)).

Impact and probability for each risk are evaluated using three levels: low – medium – high.

**Table 2: Risk assessment**

Risk   Description	Impact	Probability	Mitigation
<b>Loss of licence to operate as a higher education institution in the Republic of Lithuania</b>	High	Low	Preparation for the for the evaluation of the University by study fields in 2022  Responsible: Rector, Academic Departments, Academic Support Center
<b>Loss of funding from EC</b>	High	Medium	Find out EU decisions on funding, conditions and size of EHU's further activities;  If we receive positive response, to prepare an application form for funding for EU; If negative response - to prepare the University's Exit plan;  To transfer the expected additional AY 20/21 funding to the AY 20/21 operating period.  Responsible: Rector
<b>Key strategic management staff leaving</b>	High	Low	To fill the vacant position of Vice-Rector for academic Affairs planned contest for this position in 2022/2023.  Responsible: Chancellor – Head of the Rectors Office; Head of Finance HR Unit.
<b>Loss of funding from SE government (via SIDA)</b>	Medium	Low	To pursue the agreed initiatives in close cooperation with the stakeholders.  Responsible: Rector
<b>Closure / highly limited operations in Propilei in BY</b>	Medium	High	Humanitarian visas for staff and their daily members Accommodation in Vilnius  Responsible: Head of Communications and Development unit; Finance and HR Unit
<b>Failure to meet financial KPIs for individual study programmes</b>	Medium	Medium	Review a quality of existing programs and courses to make updates in order to make them more attractive  BA study programmes are planned to launch with minimum 10 freshmen, MA - 8 freshmen in the group  Responsible: Head of Academic Support Center, Heads of Academic departments (2), Head of Finance & HR unit.

Risk   Description	Impact	Probability	Mitigation
<b>Loss of funding from LT government (incl. in-kind contributions for Research &amp; Arts)</b>	Medium	Low	Detailed cash flow planning Focusing on external project activities for research  Responsible: Rector
<b>Loss of academic partnerships (Bard / Herzen / VDU / other)</b>	Low	Low	Keep maintaining the contacts with partners further  Responsible: Rector
<b>Key academic staff leaving</b>	Medium	Low	Planned 5 years tenure contests for key professors Improved calculation of workload  Responsible: Head of Academic Support Center, Heads of Academic departments (2), Center for Strategic Planning and Development
<b>Negative press / word of mouth</b>	Low	Medium	Keep monitoring and retain close communication with the stakeholders involved  Responsible: Head of Communications and Development unit
<b>Loss of infrastructure (premises)</b>	Low	Low	State property loan agreement for 4 years with Ministry of Education, Science and Sport signed on the 19th December 2019  Responsible: Chancellor – Head of the Rectors Office
<b>Management fraud (incl. activities such as theft, corruption, conspiracy, embezzlement, money laundering, bribery, extortion)</b>	Low	Low	EHU Internal rules of Procedure have been added with chapter IX. Prevention of Corruption  Responsible: Governing Board, Rector