



European Humanities  
University

## **ANNUAL REPORT**

OCTOBER 1, 2012 TO SEPTEMBER 30, 2013

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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

Academic Year 2012-13 marked a significant moment in the development and maturation of the European Humanities University (EHU). The many activities across the University as a whole continued to demonstrate the significance and importance of EHU's mission and commitment to its students.

Driven by the realization that an extended period of exile from Belarus requires the University to do more to strengthen itself as an institution currently headquartered in Lithuania, EHU undertook a number of critical evaluations of current conditions at the University and began a series of steps designed to strengthen academic quality and institutional efficiency. Two of them stand out as particularly worthy of note.

The extraordinary circumstances of EHU's relocation to Vilnius after its forced closure in Minsk in 2004 were accompanied by many complications. Administrative systems and procedures, out of necessity, were very much in a state of flux due to uncertainties surrounding EHU's exile. Faculty and staff, in some cases forced to leave their homes in Belarus and take up residence in another country, or to accept a lifestyle of arduous commuting, struggled with working conditions and contractual arrangements that were, minimally, unorthodox for any university community.

This past year, the Governing Board, fully cognizant of the need to stabilize and regularize the academic life of the University's faculty and improve the quality of the educational experience for students, initiated a plan to create a full-time core faculty. The plan, developed to meet the requirements of Lithuanian regulations, represents a strong financial and human commitment to the faculty of EHU and the quality of education for the entire student body. It will be implemented by fall of 2014.

The Board's commitment to the maturation of the University did not stop with the plan for the improvement of academic quality and the community's quality of life. The identity and practical life of a University is contained in the quality and integrity of its governance and administrative procedures. The statute of every university represents both the purpose and the practice of the collegium. Recognizing its importance, the Board charged the administration with the review and revision of EHU's governing statutes. The result will be greater clarity regarding the daily practices and guidelines according to which the entire academic community will conduct its affairs.

In addition to these important tasks, EHU also began preparations for its reaccreditation by Lithuanian educational authorities in 2014, continued to develop its core curriculum and hone its approach to liberal arts/humanities education, continued to review and develop academic offerings in anticipation of student and societal needs, and continued the important task of securing resources for its future through development-related outreach to existing and prospective donors.

Much has been accomplished by the academic community of the European Humanities University. Thousands of students have moved through its classrooms as they prepare to contribute to the critical work of personal and societal transformation in Belarus and the region. There is much of which the University can be proud. But much remains to be done. The road ahead will continue to be both as challenging and rewarding as the road already traversed.

**Anatoli Mikhailov**  
Founding 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 trans-disciplinary 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, business administration ...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 against assaults on its academic freedom. It 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 are leaders and partners in academic projects that promote international and interdisciplinary research and teaching and 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 the 2012–2013 Academic Year.

## GOVERNANCE

The European Humanities University has been led by Rector Anatoli Mikhailov since its founding in 1992. A 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 move to Vilnius, Professor Mikhailov was reappointed to the position of Rector by EHU's international **Governing Board**. He is assisted by a Rectorate comprised of **three vice-rectors** who lead a multinational faculty and staff.

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 organizations that were instrumental in re-establishing EHU in Vilnius.

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

## EDUCATION AND RESEARCH

The European Humanities University (EHU) 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 a number 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 at least 15% for undergraduates and 25% for graduate students as the University continues along its path toward increased integration into the European educational space.

Four academic departments and three educational centers 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” or “humanities” model of higher education.

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, which 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, students take four one-semester “foundational” courses: “Nature of 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 following academic departments.

### Media Studies

EHU’s Media Department is the largest academic department of the University. The Department pursues the following priorities in teaching and learning:

- To develop unique educational programs that provide up-to-date knowledge and deliver transferable skills to students in the fields of audiovisual media and cultural studies
- To enhance the practical component of curricular and extracurricular activities in the fields of audiovisual production (radio and TV journalism, design, filmmaking) using the facilities of the EHU Mediahub (media lab)
- To foster various forms of partnership between media professionals and academics through joint projects, student internships, and other forms of cooperation
- To develop various forms of collaborative research and creative activities among students and faculty (filmmaking, joint projects, etc.)

- To be actively involved in the development of cultural and media projects for Belarusian civil society, thus taking social responsibility for the creation of an alternative media and cultural sector for Belarus (students and faculty members of the Department of Media are delivering public lectures, organizing workshops, art exhibitions, and film events in both Lithuania and Belarus, and conduct training and summer media camps for young Belarusian media professionals and students, among other activities).

To thrive as an open society, Belarus needs a new generation of media professionals with a European humanities education as well as professional and practical educational experience in contexts other than those offered by Belarusian state institutions. The Media Department aims to equip students with substantive theoretical knowledge, foreign language proficiency, and professional skills for high-quality work in Belarusian and international media environments and creative industries.

In 2013, 268 new students (236 BA and 32 MA) were admitted to programs offered by the Department: Media and Communication BA, Visual Design and Media BA, and Cultural Studies Master program. The Department began the academic year 2013–2014 with 31 full-time faculty and 773 students enrolled in the BA and MA programs.

In 2013, the Department began offering two new specializations within the Media and Communication BA: one in New Media and Journalism and one in Visual Culture and Creative Industries. Due to the relatively low number of high residence applicants in 2013, all successful applicants to the Media and Communications program were enrolled in the New Media and Journalism specialization. It is hoped that larger numbers of applicants will allow the Department to offer both specializations in 2014.

In 2013, 92 BA and 11 MA students (103 in total) completed Media Department programs. Two ERASMUS students from Spain were among those who successfully defended their BA diplomas.

Achievements in AY 2012–2013 included the following:

- Aliaksei Barysenak (BA Media and Communication: Visual Culture 2013) was named outstanding EHU Undergraduate Student of 2013. He was also awarded the prize for Best Research Essay by the EHU journal *Topos* in 2013
- Aliaksandra Ihnatovich (MA Visual and Cultural Studies 2011) and Director of EHU's LitPro project was named Distinguished Alumna of 2013
- Elena Gapova, the founding director of EHU's Center for Gender Studies, received the 2013 Outstanding Achievement Award from The Association for Women in Slavic Studies
- Andrei Liankevich, a renowned Belarusian photographer and Media Department lecturer, published *BY Now*, a photo album featuring young Belarusian photographers, and *Contemporary Photography from Belarus*, which included his own photographs and the work of two EHU students: Olga Sasnouskaya (MA Visual and Cultural Studies) and Pavel Kirpikau (MA Visual Cultural Studies)
- Media Department students and faculty members presented their research project "Just a Sleeping District?" at Tallinn's Architectural Biennale in October; the project was conducted under the auspices of EHU's Laboratory of Critical Urbanism in cooperation with Lithuania's ArchFondas
- Student Anastasiya Sychuk received awards in the photography contest "Press-Photo Belarus 2013"

- Department faculty members received prestigious research fellowships in 2013: Almira Ousmanova, head of the Department, received an IAS CEU Senior Fellowship (Hungary), and Alexei Krivolap and Inessa Khatkovskaya received Fulbright Junior Fellowships (US)
- Alla Pigalskaya, curator of the BA program in Visual Design and Media, defended her PhD dissertation at the Vilnius Academy of Art

2012 saw the completion of a three-year project called “Media Education for Belarus” that was conducted in cooperation with IREX Europe and BBC World Service Trust and supported by the European Commission. The results of the project included the establishment of a state-of-the-art professional TV and radio studio at the University. The studio has been named EHU Mediahub. More than 20 faculty members and 100 students have been trained in video and audio production at the Mediahub to date. A student television series—“In Between”—was completed in autumn 2012 (twenty-four 22-minute programs were produced); all programs were broadcast by European Radio for Belarus

A new media project called ePramova was also launched with the support of the Nordic Council of Ministers and in cooperation with the National Democratic Institute. ePramova involves students and faculty of the Department in producing videos of Belarusian politicians answering citizens’ questions about Belarusian public affairs online.

During AY 2012–2013, the Department continued implementation of Artes Liberales, launched in Belarus in 2012. Artes Liberales is an art and educational fair held at Gallery Y in Minsk. The second Artes Liberales fair took place in February 2013 with the support of the German Marshall Fund. The third fair is planned for February 2014. The Artes Liberales website can be found at [artes-liberales.by/en](http://artes-liberales.by/en).

The Department is preparing to address the following challenges in AY 2013–2014:

- Implementation of faculty reforms
- Introduction of new activities to increase the visibility and appeal of EHU degree programs in the Belarusian and regional education market
- Increase the number of courses taught in English language
- Strengthening cooperation with our ERASMUS institutional partners
- Diminishing student drop-out rates

## History Department

EHU’s Department of History aims at preparing open-minded, active experts in historical culture who are able to apply the knowledge they have acquired and use cultural heritage resources to serve the needs of contemporary society. Research and studies in the field of cultural heritage carried out by the Department help connect the past to contemporary society. Critical and interdisciplinary approaches focus on the many layers of cultural heritage. The Department has as its goal the education of students with the general aim of intellectual growth and the development of expertise in cultural heritage and tourism with a particular focus on Belarus from an international perspective. Graduates of the Department’s programs are prepared to act as independent experts and researchers of cultural heritage, tourism, and contemporary art.

In 2013, 54 students (46 BA and 8 MA) graduated from programs offered by the History Department, and 73 BA students and 17 MA students were admitted. The Department started AY 2013–2014 with 20 full-time faculty and 330 students enrolled in two BA programs—one in Cultural Heritage and one in the Theory and Practice of Contemporary Art (a program no longer open to enrollment).

In spring 2013, Prof. Pavel Tereshkovich left his position as head of the Department. Dr. Justina Poškienė, vice-dean of Vilnius University's Department of History, won an open competition for the position and was appointed head of EHU's History Department as of October 2013.

## 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.

To strengthen its offerings, EHU's Department of Law signed an agreement with Chicago-Kent College of Law—a private law school affiliated with the Illinois Institute of Technology—on conducting a joint program in International Financial Law as part of EHU's existing LLM program. The Department also completed successful negotiations with Montesquieu University-Bordeaux IV and the University of Toulouse on the creation of a joint LLM program in the field of Comparative and International Law. It will be introduced in 2015.

Over the next several years, the Department plans to develop international cooperation in education and research with partners in France, Germany, Great Britain, Russia, Ukraine, and the United States, including establishing of additional joint and double degree programs. A PhD program is also planned.

The Department operates a Legal Clinic as an international practice-oriented project and academic programs and research are supported by EHU's Center for Constitutionalism and Human Rights. The Department also produces the *Journal of Constitutionalism and Human Rights* and the student journal *Jus Gentium*.

In 2013, 47 BA and 11 Master students graduated from programs offered by the Department of Law. Fifty-five BA and 18 Master students were admitted to the Department's programs, which include an LLB in International Law, an LLM in International Law and European Law, and a combined five-year LLM program in International Law and the Law of European Union (introduced October 1, 2013).

Facing demographic challenges in the educational market, the Department has taken steps to appeal to a larger group of prospective students, including not only students from Belarus, but also from Russia, Ukraine, and other CIS countries. During the reporting period, the Department began recruitment activities in Moscow and Kiev. In 2014, EHU's law programs will be presented to prospective students in St. Petersburg, Kishinev, and other cities.

The Department continues to support student research projects and other opportunities for students to hone their legal skills, including participation in the Jessup International Moot Court Competition, the International Criminal Moot Court, Model United Nations, and the Legal Clinic on Human Rights. Over the coming year, it will be focused in particular on successfully implementing university-wide faculty reforms and strengthening the new combined five-year LLM program in International Law and the Law of the European Union.

## Political and Social Sciences

The Department of Political and Social Sciences sees its mission as the academic advancement of modern political and social knowledge, and a better understanding of civil society.

The Department has faced a series of challenges in recent years related to effective leadership, staffing, program development, and recruitment, among others. Enrollment suffered as a result. In 2013, only 16 students (six BA and 10 Master) graduated from the Department's programs and no students were admitted due to a suspension of programs pending a revamp and departmental reorganization. During the reporting period, the Department had 15 full-time faculty members, and offering a BA in Political Science and European Studies and an MA in Public Policy to 50 students.

In the spring of 2013, a new undergraduate program was registered to replace the existing BA program in Political Science and European Studies. The new program in World Politics and Economics will be offered jointly with Vytautas Magnus University (Kaunas, Lithuania). This will be the first program at EHU to be taught entirely in the English language. It was designed in close cooperation with Vytautas Magnus University's Department of Political Science and Diplomacy. Students will study at both universities and have a unique opportunity to earn a double degree: a Bachelor in Political Science with a minor in economics from both universities. The immediate goal of the Department is to recruit a sufficient number of new students into the program.

Additional goals of the Department are to develop other new Bachelor programs and to successfully recruit students into a revitalized Public Policy MA program..

The Department is also developing a Transformation Studies Initiative that envisions the creation of a Transformation Studies research center, an MA program in Transformation Studies, and a BA program in Economics and Management (in collaboration with the EHU Center for Business Education). The proposed center will provide scholarly analysis and recommendations based on the transformation experiences of countries around the world with a special focus on Eastern Europe. It will advance teaching and research on transformation, with particular attention to:

- Economics, management, and political economy, with a view to the role of the individual in a socially-oriented market economy
- Governance, including leadership for change, democratization, rule of law and related constitutional and legal reforms, as well as public administration, regional integration, and the role of external assistance
- Civil society development, including civic responsibility and engagement, development of non-governmental organizations and philanthropy, and the role of education

Establishment of the center will shape the development of programs offered by the Department, including the planned MA program in Transformation Studies and BA program in Economics and Management.

## Center for Business Education

The Center for Business Education (Center) administers EHU's professional Master of Business Administration (MBA) program.

During the reporting period, the Center carried out a self-assessment of the MBA program and passed an external evaluation conducted by a group of international experts. Based on the results of that evaluation, the Lithuanian Government's Center for Quality in Higher Education re-accredited the program for the next three years.

In April 2013, 13 students graduated with EHU MBA degrees. The MBA Theses Committee recognized Uladislau Rybaltousky as student of the year.

Two phases of student recruitment to the MBA program were carried out. In October 2012, EHU's fifth MBA cohort commenced studies and a sixth MBA cohort began in April 2013.

In cooperation with the United Nations Development Program (UNDP), the Center organized a study tour of Lithuania in June 2013 for small-business owners, nonprofit organizations, and government agencies from Belarus working in the field of ecotourism. The tour focused on "Design, Development, and Implementation of Successful Business Strategies in Environmental and Rural Tourism: The Experience of Lithuania." Also, in cooperation with EHU's Student Service, an event on business and careers for young people was organized. EHU students participated in activities related to the main areas of contemporary business. The project was implemented by Center faculty and MBA students and alumni currently operating businesses in Belarus.

In May 2013, the Center for Business Education organized a section called "The Place and Role of Man in Economic and Managerial Concepts" at EHU's International Student Conference "Europe 2013: Humanities between Past and Future."

Please see [Table 2](#) for a full listing of programs offered at EHU, and [Table 1](#), [Table 3](#), and [Table 4](#) for statistics about students, faculty, and alumni.

## Distance Learning Center

The purpose of the EHU's Distance Learning Center (DLC) is to:

- Improve the quality and efficiency of distance learning based on the requirements and possibilities of contemporary online learning
- Support faculty in developing and updating distance learning courses
- Train faculty and students in distance learning methodologies and the use of information and communication technology in the educational process

In addition, the DLC is increasingly conducting research in the field of e-learning.

The DLC has identified, in particular, a need for pre-university training of prospective EHU low residence (distance learning) students in the effective use of information and communication technology in order to prepare them for study in low residence mode at EHU. Thus, the DLC will help students graduate from EHU with the skills necessary for successful work with network, web, and cloud technologies. These skills will better prepare EHU graduates for their future careers in a digital and knowledge society.

During the reporting period, the DLC's activities included the following:

- Professional development: the DLC developed and conducted four distance learning courses for University faculty and staff, including "Development of Online Courses for Graduate School,"

“Lithuanian Language (Level A1),” “Argumentation and Debate,” and “Teaching with Moodle 2.3.” In total, 22 faculty from EHU and other Belarusian universities passed the aforementioned courses. The DLC continues to conduct training for EHU faculty: 19 EHU faculty participated in a seminar called “Development of Distance Education at EHU: Problems and Prospects”

- Support for EHU faculty working with Moodle distance learning software: In AY 2012–2013, DLC staff held 250 consultations for EHU faculty on working with Moodle
- Certification of the development and tutoring of EHU’s undergraduate and graduate online courses: During AY 2012–2013, 29 newly developed MA courses and 25 BA courses were certified internally. In addition, the quality of tutoring of 222 online courses was evaluated. The average rating of the tutoring improved to 7.49 (out of 10) compared with 6.67 in the previous year. The evaluation process included several periods. At the start of the semester, DLC staff determined whether courses were properly annotated and curricula properly presented, as well as whether deadlines were correctly established. Throughout the academic year, DLC staff monitored the effectiveness of teacher communication with students (how faculty used news forum, whether they answered student questions in a timely way, level of active interaction between teacher and students, etc.), and monitored whether faculty assessed student assignments on time
- Research: DLC staff members M. Sakalova, A. Puptsau, and M. Saladovnikova published a 300-page monograph with the support of the Carnegie Corporation of New York (US) entitled “Distance Learning in Higher Education in Belarus in the Context of the Knowledge Society: Problems and Prospects”

## Research

Research evolves from education, expression, and collaboration. EHU seeks to identify new research directions and build research initiatives across the disciplines taught at the University. EHU is investing its faculty to attain higher levels of achievement in research and teaching in every field of study.

EHU’s Research Division is responsible for the overall coordination of research activities at the University. The Research Division performs the following duties and responsibilities:

- Organizes and coordinates research of EHU's academic departments and research subdivisions (institutes, centers, laboratories)
- Works to improve the quality of research at EHU and promote its internationalization
- Supports the connection between research and teaching
- Promotes the development of doctoral programs and advanced education
- Organizes and coordinates EHU’s publishing activities

EHU’s research activities are focused on three areas:

- Liberal education in the contemporary world
- Sociocultural transformations in Eastern Europe and problems of European integration
- Conceptual grounds of European culture and the logic of globalization

These provide direction for the further development of research projects, publications, and events carried out by EHU research centers, scholars, and the Research Division.

Research at EHU is conducted by its faculty and research structures. These include the Institute for Historical Research on Belarus, Center for Advanced Study and Education (CASE), Center for Gender Studies, Center for Philosophical Anthropology "Topos", Laboratory for Visual and Cultural Research, Laboratory for Critical Urbanism, Center for Contemporary Art Studies, Center for German Studies, Jewish Studies Center, and the Center for Constitutionalism and Human Rights. For a list of achievements of EHU researchers, see [Table 5](#) in the List of Tables.

The Research Division, in collaboration with academic departments and research centers, introduced a collection of documents called the Research Planning and Reporting System. It aims to promote research at EHU overall, to stimulate the involvement of EHU faculty in research-related activities, and to strengthen the relationship between research and teaching. The documents include a description of rules and indicators for the monitoring and evaluation of research and artistic achievements of faculty. With the support of the Department of Development and Communications and the DLC, the system was introduced in September 2013.

To initiate research-related projects, the Research Division, working closely with the Department of Development and Communications, developed a process for collaborative project development, introducing periodic calls for applications for research project concept notes. The goal is to establish a system of support for new research ideas through competitive selection and financing/co-financing of preparatory work, including visits to partner universities.

In spring 2013, the Research Division launched a joint project with Moldova State University on research-capacity building via cooperation and internationalization within the framework of the LEADHER (Leadership for Higher Education Reform) program of the International Association of Universities. It focuses on collaborative professional development.

In AY 2012–2013, the Research Division continued an EHU internal research grant program. Based on the results of an internal competition, four EHU students (two graduate and two undergraduate) were awarded EHU research grants for the implementation of their research projects; 16 students and 27 scholars received financial support for research mobility and participation in research-related workshops and events.

EHU scholars were also recognized outside of the University. Dr. Andrei Stepanov (Associate Professor of Social and Political Science Department) became a Chevalier of the Order of Academic Palms (Chevalier dans l'Ordre des Palmes Academiques), awarded by the French government. This award is in recognition of Dr. Stepanov's outstanding achievements in the promotion of French culture. In 2013, Vladimir Dovgiallo (Media Department) was recognized as illustrator of the year in the Belarusian National Competition "Art of the Book 2013."

An exhibition of historical documents related to the founding of the Belarusian Democratic Republic was opened at the Czech National Library in Prague. The documents were discovered in the Lithuanian State Archives by EHU researchers.

World-renowned French writer, film director, and photographer Alain Fleischer was awarded an honorary doctoral degree by EHU for his outstanding contributions to the development of education in the fields of art and culture, and for contributions to cultural cooperation between France and Belarus.

## Admissions

Successful recruitment and admission of students is essential for the University's existence and sustainable development. Today, EHU faces numerous external challenges to successful student recruitment, including:

- A demographic crisis in the region marked by a precipitous drop in the numbers of graduating high school students; in Belarus, the figure was 90,000 in 2009, falling to 60,000 by 2013, with a further drop to 54,000 expected in 2014; these numbers are not expected to increase until 2020
- A considerable increase in the number of competitors in the region (Russian-language programs in Latvia and Lithuania, programs in English and Russian in Russia, scholarship programs for Belarusians to study in Poland, an abundance of state-sponsored places in universities in Belarus, vigorous recruitment of students to English-language programs of universities in the region, free courses on distance learning platforms such as Coursera, etc.)
- Negative publicity in the Belarusian media
- Lack of understanding of the value of a liberal arts/humanities education

These factors notwithstanding, recruitment activities implemented by EHU's Student Service with the support of academic and administrative departments have kept student enrollment reasonably stable. A detailed list of recruitment activities is provided in [Table 12](#), and admissions statistics in [Table 1](#) in the List of Tables.

To better cope with the aforementioned challenges, EHU has been strengthening its student recruitment efforts in the following ways:

- University-wide Recruitment Committee was established to coordinate recruitment efforts and to increase the involvement of key EHU staff and faculty in the recruitment process
- Financing for the creation of a Recruitment Office with two recruitment officers was approved by the Governing Board and selection of suitable candidates began
- A "one-window" communication channel for prospective students was established so that they can now send all admissions-related questions to one email address ([recruitment@ehu.lt](mailto:recruitment@ehu.lt)), one Skype address (questionehu), or one telephone number and receive comprehensive replies
- Research of the educational market in the region was commissioned that indicates growing competition for students in the Baltic region, Russia, and Belarus and a highly competitive market when it comes to costs, including tuition, discounts, and scholarships
- The first draft of a three-year recruitment strategy was prepared and delivered as well as an activities plan for AY 2013–2014
- EHU took part in education fairs in Azerbaijan and Ukraine, and plans were made to visit high schools in Kaliningrad and Latvia
- Distance learning preparatory courses for future students from the region were created, equipment purchased and installed in EHU's Minsk Propilei office, and staff and faculty trained in administering the courses

## Student Service

EHU's Student Service organizes, coordinates, and supports student activities, thereby contributing to a higher quality of student life at EHU.

In AY 2012–2013, Student Service planned and organized a host of student-oriented events. These can be divided into two groups: those implemented in collaboration with other EHU departments and those implemented by Student Service alone. The first group of events included the opening ceremony of the new academic year, orientation week for first-year students, autumn and spring Open Door Days, the Artes Liberales fair in Minsk, EHU's international student academic conference, and graduation ceremony.

The second group of events included student initiation; a sports tournament; a series of workshops entitled "Protect Yourself from Belarusian Law Enforcement and KGB"; Christmas, Easter, and Midsummer Night festivals; three calls for student cultural projects (in October, January, and March); and two calls for student research projects (in November and March). The Student Service supports the implementation of a number of student-oriented cultural and research projects with small grants.

Thirty-five cultural and civic projects were implemented by students with the support of Student Service. While implementing these projects, students practice teamwork and management skills.

Apart from scheduled events, the Student Service is regularly involved in unscheduled events that occur throughout the academic year, closely collaborating with student and faculty leaders and volunteers. Throughout that academic year, the Student Service collaborated with a range of external partner-organizations: Youth Association StudAliance, Lithuanian Conflict Prevention Association, Human Rights House in Vilnius, Valstiečių ir žaliųjų sąjunga, BYWatch, and others.

For details, please see [Table 11](#) in the List of Tables.

## Alumni

In AY 2012–2013, the University intensified its efforts to better connect with its more than 2,000 alumni. Alumni meetings and events were held in Vilnius, Minsk, Vitebsk, and New York City, with additional personal outreach to alums throughout the world as well as improved data collection on alumni—where they are and what they are doing. Alumni activities are coordinated by the Department of Development and Communications.

Alumni reunions and meetings were held in Vitebsk and Minsk in 2013 (altogether drawing more than 100 participants—more than twice as many as participated in such meetings in 2012). A two-day Alumni Homecoming was held in July 2013. Homecoming 2013, which took place in Vilnius and at a lakeside campground in Trakai, featured a career workshop, music and dancing, contests and games, an auction, swimming, an excursion to the Palace of Grand Dukes of Lithuania, and a concert by the Yale Alumni Chorus. A list of alumni-related events is provided in [Table 7.2](#) in the List of Tables.

An Alumni Scholarship Fund to support current EHU students has been created and the first scholarship of nearly EUR 1,000 contributed by EHU alumni was awarded to a third-year undergraduate low residence student of media and visual design. A second round of fundraising was begun for a second scholarship, to be awarded in AY 2013–2014.

EHU also established an Annual Distinguished Alumni Award, the first of which was awarded in 2013 to Aliaksandra Ihnatovich (BA Mass Media and Journalism and MA Visual and Cultural Studies), a journalist and a civic activist. She leads EHU's LitPro project, has authored a number of scholarly publications, and curated several film festivals, including ToKino and Lithuanian/Soviet Cinema: Reconstruction.

To help track alumni, a Class of 2013 survey was conducted during the graduation ceremony. Of the 227 graduating students, 146 participated in the survey. About 41% planned to continue their studies, and the majority of the remainder planned to work; 52% said they planned to return to Belarus after graduation.

In early autumn 2013, EHU's first-ever all-alumni survey was completed: 289 alums participated, i.e., more than 13% of all EHU alumni—a respectable response rate. The survey revealed that about 63% of respondents reside in Belarus. Large majorities of respondents said that they were employed, and that EHU had helped prepare them for success and to appreciate their Belarusian heritage. For survey results, see [Table 7.3](#) in the List of Tables.

EHU continues to inform alumni about various opportunities, events, and alumni-related news via a newly created alumni section on EHU's website ([www.ehu.lt/en/about/alumni/](http://www.ehu.lt/en/about/alumni/)), through EHU alumni groups in online social networks, and through a general mailing list. During AY 2012-2013, the mailing list continued to grow and now includes 790 names (up from approximately 600 in the previous year). EHU's main alumni group on Facebook has 439 members and a North American alumni group has 41. EHU's LinkedIn alumni group has 68 members. For general alumni statistics, see [Table 7](#) in the List of Tables.

## Impact on Belarus

European Humanities University's impact on Belarus can be presented from two points of view:

- A Belarusian university in the European Union
- A European university with a footprint in Belarusian.

### **A Belarusian University in the European Union**

EHU is a Belarusian university founded in Minsk that continues to serve Belarusian students (more than 90% 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. Between 5–10% of courses at EHU are taught in Belarusian. Nearly half of all graduate and undergraduate theses are Belarus-focused and about 5% of them are written in Belarusian. More information on EHU's Belarusian characteristics is provided in the section [Belarusian Characteristics](#).

Since its relocation to Vilnius, EHU has graduated more than 1,280 students, more than 95% of whom are Belarusian. More than 60% of these graduates live 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.

### **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.

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, about 70% 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**

In 2007, a project called "LitPro" was established at EHU with the support of the Lithuanian Ministry of Foreign Affairs. The aim of LitPro is to promote intercultural dialog, mutual understanding, and cooperation between Lithuanians and Belarusians. In pursuit of this aim, LitPro focuses on the following tasks:

- Providing the EHU community (students, staff, and faculty) with courses in Lithuanian language and culture
- Implementing cooperative projects initiated and managed by representatives of the EHU community
- Organizing activities and events that promote the integration of members of the EHU community into Lithuanian society

In AY 2012–2013, LitPro organized and supported 62 events in cooperation with such organizations as the Barys Zvozkau Belarusian Human Rights House, Belarus Watch, Meno Avilys, Skalvija Cinema Center, Gilè Children’s Home, and the Vilnius Art Academy. These included the Belarusian-Lithuanian ToKino “No-Budget” Film Festival; a summer school on gender issues; charitable projects called “Santa Comes to the City” and “Rays of Kindness” and “Speaking Bodies: Performative Practices,” among others.

Attendance in LitPro Lithuanian language and culture courses, and at the LitPro language summer school for low residence students grew to almost 150 participants, including EHU students, faculty, and staff members. Podcasts of the multimedia project “Lithuanian on Fridays” reached listeners in Belarus, Lithuania, and Ukraine.

## International Cooperation

International cooperation at EHU focuses primarily on opportunities for students. EHU is an active member of the European Union’s Erasmus mobility program as well as the Campus Europae program.

During AY 2012–2013, thirty-three EHU students were granted Erasmus scholarships. In addition, six students participated in bilateral student exchanges with the University of Oslo. Eight EHU staff members participated in the Erasmus staff training mobility program, which provided opportunities to enhance professional skills in the fields of international relations, communication, marketing, and fundraising.

EHU’s application for the new Erasmus Plus Charter for 2014–2020 was approved. Also, EHU applied for and received permission to provide its graduates with an EU Diploma Supplement—a European instrument that facilitates the recognition of degrees and qualifications.

The number of formal Erasmus bilateral agreements between EHU and other universities has also been increasing. Currently, EHU has signed or renewed 99 bilateral agreements, which allow for a maximum of 252 exchanges for students.

During AY 2012–2013, EHU hosted 16 exchange students from other universities. EHU developed and launched a new Russian-language course for incoming students.

Additionally, 12 incoming faculty and staff applied for either training or teaching assignments at EHU. In March 2013, EHU’s application for AY 2013–2014 was approved and the University received Erasmus funding for 408 months of mobility for 48 students.

For more information about student, staff and faculty mobility, please see [Table 6.2](#) in the List of Tables.

EHU also continues its participation in the European University Foundation’s Campus Europae program. Together with its partners, the University is working to increase the quality of student exchanges across Europe. In AY 2013–2014, EHU will host an international student conference called “Human Rights Day: Our Freedom.” It will be organized by EHU students, with Campus Europae support.

EHU is part of the “Study in Lithuania” program supported by the Lithuanian Government. As the program’s partner university, EHU participated in the Seventh Education and Career Exhibition in Baku, Azerbaijan.

Five EHU staff members also participated in Annual Conference of the European Association for International Education in Istanbul. This conference is the largest higher education conference in Europe and provides excellent opportunities for professional development and networking.

A map illustrating EHU's international cooperation is provided in [Table 6.1](#) in the List of Tables.

## INSTITUTIONAL DEVELOPMENT AND OUTREACH

### Fundraising

The European Humanities University survived its forced closure in Belarus thanks 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 current 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.

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 also works closely with EHU to secure financial support for the University.

The US-based non-profit organization, Friends of EHU, promotes support for and donations to the University, especially in the United States. A similar organization, the EHU Förderinitiative e.V., has been established in Germany to secure support for EHU there. Both organizations welcome new members interested in helping advance EHU's mission.

The University's development strategy is focused on sustaining (and, if at all possible, increasing) existing support, which is mostly public-sector, while, at the same time, enlisting new donors, particularly private-sector donors. An annual assembly of major donors as well as other events and types of outreach raise donor awareness of the critical importance of EHU's mission and of its impact on young Belarusians. These include outreach and visits to governments and embassies as well as visits by officials and donor representatives to EHU's campus in Vilnius. Details of visits are provided in [Table 13](#) in the List of Tables. As a result of appeals and outreach, Denmark, Norway, Sweden, and the United States recently increased funding and/or extended their multi-year commitments.

EHU's campaign to raise private-sector funds focuses on three countries with established philanthropic traditions and practices: Germany, the United Kingdom, and the United States. EHU is continually seeking, assessing, and engaging new prospective donors in other countries, as well. EHU's private-sector fundraising strategy consists of (1) raising awareness among prospective private-sector donors and funders in a way that generates **interest** in EHU's mission; (2) turning that interest into **involvement** through activities organized by EHU and its support groups in which interested persons and institutions can participate (particularly activities that increase contact with students, faculty, and the campus, and that highlight EHU's academic value); and (3) turning involvement into **investment** through long-term engagement.

**United States.** Since beginning its fundraising work in the United States, EHU has introduced itself to hundreds of American citizens through joint activities with prestigious American universities, among which are Columbia University, Yale University, George Washington University, and the New School for Social Research, as well as institutions like the Woodrow Wilson International Center for Scholars and the Atlantic Council.

More than 100 interested individuals from the United States visited EHU during the summer of 2013 as members of the Yale University Global Alumni Leadership Exchange (YaleGALE) and the Yale Alumni

Chorus. YaleGALe members conducted a workshop on alumni networking at EHU, while the Yale Alumni Chorus performed “Songs of Freedom”—a public concert to raise awareness about EHU in Vilnius. Both groups had the opportunity to meet EHU students and faculty, and YaleGALe representatives gave commencement remarks at the University’s graduation ceremony.

During the reporting period, the first Friends of EHU fundraising campaign was conducted by the board of the organization. The campaign raised nearly USD 20,000, including four gifts of over USD 1,000 and three one-year full-tuition scholarships donated by Yale University alumni. Two Board members pledged to give \$1,000 per year for four years. Donations to the Friends of EHU are processed by American Councils for International Education, EHU’s long-standing partner in the United States. It transfers 100% of donations received to the University.

EHU also received a \$500,000 “sustaining” gift from MacArthur Foundation, which had supported the University during its transition from Minsk to Vilnius.

**Germany.** EHU’s outreach in German centers on the cities of Berlin and Dresden, where two groups of supporters have been working with EHU to raise awareness in Germany.

A group of Berlin-based supporters helped EHU launch a transformation studies initiative that envisions the creation of a Center for Transformation Studies at EHU as well as new academic programs in the social sciences that focus on political, economic, and social transformations. A conference about the initiative and a reception on the occasion of EHU’s twentieth anniversary was organized in January 2013 in partnership with Verein Menschenrechte in Belarus (Human Rights in Belarus) and the Deutsch-Belarussische Gesellschaft (German-Belarusian Society) in Germany. Speakers included Ronald Pofalla, head of the German Federal Chancellery and federal minister for special tasks; Dr. Hans-Georg Wieck, president of Human Rights in Belarus; Markus Meckel, former foreign minister and member of the Bundestag (German Federal Parliament) (1990–2009); and Prof. Anatoli Mikhailov, founding rector of European Humanities University. Among the nearly 200 guests were representatives of the European Commission, the Deutsch-Belarussische Gesellschaft (German-Belarusian Association), the Bertelsmann Foundation, the German Marshall Fund, Germany’s Council on Foreign Relations, and the EHU Förderinitiative. The event was supported by the German Council on Foreign Relations and the Representation of the European Commission in Berlin. Work on the transformation studies initiative continued throughout the year, with further meetings planned during AY 2013–2014.

In October 2012, the Dresden-based support group EHU Förderinitiative e.V. hosted the first of a series of “Academies” for EHU and German students in Germany, with the support of the Konrad-Adenauer-Stiftung. Participating students met with political and educational leaders and foundation representatives in Berlin and Dresden. Contacts were established with the Technical University of Dresden, which provided facilities, and the economic research Institute IFO-Institut Dresden, which expressed interest in EHU’s transformation studies initiative. A nationwide awareness and fundraising campaign in Germany was conducted together with the Ring Christlich Demokratischer Studenten that collected EUR 2,000 for a scholarship.

**United Kingdom.** Outreach in the United Kingdom began less than two years ago with no existing contacts or networks of support. Efforts were launched in London with an event celebrating EHU’s 20<sup>th</sup> anniversary held in cooperation with the Council for Assisting Refugee Academics (CARA) at the British Academy in November 2012. Over 60 individuals attended and had the opportunity to hear from faculty and students about their work at EHU and what EHU means to them. The event provided an opportunity to showcase EHU and to raise awareness of the day-to-day challenges it faces.

Thanks to the active involvement of a Friends of EHU board member from the UK, EHU raised the amount of EUR 2,000 from UK supporters to establish one scholarship in support of a PhD student at EHU. Outreach to individuals and foundations was initiated and continues with the help of London-based supporters and consultants, including members of the Belarusian diaspora.

**Lithuania.** In Lithuania, EHU continued to cultivate relationships with friendly businesses that are contributing to EHU program implementation, mostly through in-kind donations. To create, preserve, and enhance cooperation and promote leadership among Belarusian professionals, including EHU alumni, EHU helped organize and launch a new organization called Global Belarusian Leaders. The founding meeting took place in August 2013 in Vilnius and was sponsored by EHU.

**Sweden and Denmark.** At a celebration of the 20th anniversary of EHU's founding in Stockholm in December 2012, Sofia Strand, State Secretary of Sweden's Ministry for International Development Cooperation, announced that Sweden will provide EHU with a one-time twentieth anniversary gift of SEK 10 million (approximately EUR 1.1 million). The gift was provided in addition to Sweden's regular contributions to the EHU Trust Fund, which, in recent years, have increased from approximately EUR 200,000 to EUR 230,000 per year.

The government of Denmark also announced a significant increase in its contributions. Denmark's previous commitment was for a three-year total of EUR 225,000. The new commitment will provide a total of EUR 400,000—a 78% increase—over four years (2013–2016).

For general statistics on fundraising, see [Table 8](#) in the List of Tables.

## Performance Planning and Monitoring

EHU planning is currently based on the University's Strategic Plan for 2012–2019 (which can be accessed at [www.ehu.lt/files/EHU%20STRATEGIC%20PLAN.pdf](http://www.ehu.lt/files/EHU%20STRATEGIC%20PLAN.pdf)). The plan was developed with the participation of academic departments and staff. Based on the Strategic Plan, an Activity Plan is developed each year.

During the reporting period, a process of monitoring and evaluating key performance indicators (KPIs) was introduced. Each of 31 indicators is attributed to one of our strategic goals: to increase the quality of education and research; to internationalize programs, faculty, and students; and to achieve a high level of sustainability via effective management and a diverse funding base. Introduction of KPIs offers the following benefits:

- It enables consistent implementation of the University's vision and goals
- It creates transparency and provides a means of orientation and comparison
- It makes performance and the potential for improvements measurable.

Based on a list of KPIs, an Action Plan for 2013–2014 was prepared. In 2013, it was decided first time to allocate exact KPI values to activities planned for AY 2014–2015. A comprehensive review of the implementation of EHU's KPIs takes place at least twice per year.

Key performance indicators for AY 2012–2013 are provided in [Table 10](#) in the List of Tables.

## Human Resources and Internal Reorganization

In AY 2012–2013, EHU introduced changes in its organizational structure. The Department of Foreign Languages was reshaped into a Foreign Language Center. The Center, together with the Center for Low Residence and Distance Learning, Student Service, Library, Publishing House, and the newly established Student Recruitment Office was placed under the aegis of the Academic Secretariat.

Following this change, which occurred at the end of AY 2012–2013, EHU had 214 faculty members (81.93 FTEs), of which 96 worked full-time. For more information about EHU faculty, see [Table 4](#) in the List of Tables.

As EHU is a Belarusian university, it is not unusual that approximately 85% of full-time faculty are citizens of Belarus. The rest hail from other countries: Lithuania, Poland, Russia, Ukraine, United States, and others. EHU fairly successfully maintains gender balance among faculty members: 45% of the academic community is male and 55% is female.

In 2013, the leadership of the University began to develop a plan to create and strengthen permanent (full-time) faculty positions and improve the distribution of the workload among faculty. A discussion on the necessary changes with heads of academic departments began during the reporting period. The main principles used to guide the formation of the faculty team included the following:

- 70% of the teaching load should be carried by permanent faculty (To implement this, EHU's Governing Board approved the consolidation of FTEs into 86 positions, of which 60 FTEs would be for permanent faculty and 26 for part-time faculty)
- A student/teacher ratio of 20:1
- 70% of all FTE positions should be filled by faculty who hold PhDs
- All vacancies should be filled by open competition.

Throughout the reporting period, EHU Human Resource policies were revised and the University begins AY 2013–2014 with a new policy on faculty recruitment and the qualifications required for appointment to various levels of academic positions.

## Quality

During AY 2012–2013, EHU created and implemented a quality management system. This included the following objectives:

- Cultivation of a “culture of quality”
- Preparation of a packet of necessary quality-management-related documents for all areas
- Development of a system of clearly defined measures and ways to improve quality management.

At the beginning of AY 2012–2013, the system of evaluating the study process at EHU was revised and a new student questionnaire was introduced. Student surveys reveal that overall satisfaction with the work of EHU faculty among students is high. Students were also happy with the social environment; and almost two-thirds of EHU students were completely satisfied or satisfied with their studies. The level of student satisfaction is relatively high in all spheres: teaching, the work of the administration, and the social environment. There are no significant differences between levels of student satisfaction in the

first and second semesters (0.88 comparing to 0.92). A report on the student surveys<sup>1</sup> was presented to the academic community, creating further opportunities for feedback, an essential part of quality assurance. EHU's "Student Survey Procedure" describes the active involvement of departments in the quality assurance process. Data on student evaluations of faculty are provided to relevant heads of academic departments. Plans for quality improvement are then developed with the active participation of department heads; all decisions are reported to the vice-rector for academic affairs. In line with the second objective, the following quality-related documents were introduced: a "Quality Manual" and a "European Humanities University Code of Conduct." The Quality Manual (available at <http://www.ehu.lt/en/about/quality/key-documents/quality-related-documents>) is the fundamental document that provides a concise summary of EHU's quality management policy and quality system along with the objectives and organizational structure of the institution.

A quality webpage (<http://www.ehu.lt/en/about/quality/quality-assurance-at-ehu>) was launched to make all the quality-related processes and documents available online in one place to anyone interested.

Finally, EHU joined the Institutional Evaluation Program (IEP) of the European University Association in order to conduct an institutional evaluation. During spring of 2013, a self-evaluation report was prepared and submitted by EHU to a team of IEP experts. The evaluation process continued through the end of the reporting period.

## Communication

EHU's visibility has been steadily improving thanks to increased media coverage, improved use of social media, and refreshed communication materials.

Media reporting on EHU activities continues to increase. EHU was mentioned in the media more than 400 times during the reporting period—an increase of about 20% compared to the previous reporting period. Nearly half of all media stories (44%) originated in the Belarusian media—a slight increase compared to the previous year (39%).

Media reporting on EHU was largely positive during the reporting period, with a majority of articles highlighting events at EHU, including those organized in cooperation with other institutions; grants and awards received; and cooperation with eminent institutions or persons abroad. Stories about EHU in the Lithuanian media focused on EHU's contributions to cultural life in Lithuania.

During AY 2012–2013, stories about EHU were featured by the BBC and *Economist* magazine, and in a number of other high-profile media channels. This helped improve the visibility and enhance the credibility of the University abroad.

A Belarusian version of EHU's official website, [www.ehu.lt](http://www.ehu.lt), was launched, thereby bringing to an end an overhaul of the website begun more than a year ago. Currently, the website is presented in four languages (Belarusian, English, Lithuanian, and Russian) and has had nearly 100,000 unique visitors. Comparisons with previous years are difficult to make due to a change in the methodology used to measure and analyze website usage statistics. Google Analytics, which is currently utilized, is far more accurate than Webalizer, which had been used previously. Around 70% of users of [ehu.lt](http://www.ehu.lt) browse the

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<sup>1</sup> A report on the student survey can be found at [http://www.ehu.lt/files/Rait\\_EHU\\_report\\_Edited.doc](http://www.ehu.lt/files/Rait_EHU_report_Edited.doc)

Russian website version. For detailed information on EHU's Internet visibility, see [Table 9](#) in the List of Tables.

During the reporting period, EHU gained about 4,400 "Likes" on its Facebook (FB) page. Increasingly frequent updating of the FB page and paid advertising has substantially boosted user engagement. The average number of engaged monthly users rose sharply, from around 200 to nearly 1,200.

EHU's first Brand Book was developed and introduced. The EHU Brand Book helps maintain a unified style and increased brand visibility across the many departments and centers of the university in all communications materials. Many of the materials have been refreshed and developed in accordance with the new rules, including:

- Corporate signage (i.e., roll-ups, stands, pins, flags, folders, etc.)
- Promotional materials (i.e., pamphlets, clothing, thermo cups, mugs, etc.)
- Videos

In addition, a new general brochure was finalized and published. It highlights EHU's mission and presents basic information about the University.

EHU continues to reach out to and update donors and friends through a bi-monthly e-newsletter (in English) specifically designed to inform external audiences. A second e-newsletter called "Faculty in Action" (in Russian) has been developed and is disseminated internally as well as among interested external audiences to strengthen a feeling of community at EHU and to better inform the EHU community about the achievements of our faculty.

EHU continues to organize public events designed to highlight the University's mission and increase EHU's visibility as an institution that offers value to the general public. During the reporting period, four EHU Public Conversations were organized in Vilnius with the support of Novotel Vilnius Centre, in addition to various public events organized by EHU's academic departments and centers, including the annual Artes Liberales exhibition in Minsk.

## BUDGET AND FINANCES<sup>2</sup>

During the reporting period, EHU took steps to create a more effective information management system, to improve the structure of its management, and to improve the faculty hiring process, compensation, and working conditions. These measures, once implemented, are likely to increase operating costs by more than EUR 1 million per year. EHU also experienced a delay in receipt of Open Society Foundations support.

Consequently, the financial plan for AY 2013–2014 is presented with EUR 432,622 in the “Contingency” line; if there are any additional expenses in AY 2013–2014, they will be funded, with donor approval, from the EHU Trust Fund, thereby increasing the income part of line 4, “EHU Trust Fund,” and expenditure line 22, “Contingency Reserve.”

### Implementation of the Financial Plan

By the September 30, 2013, factual incomes and expenses were at the level of 107% of the planned budget for AY 2012–2013 with a 15% increase compared to 2011–2012 due to projects that were not foreseen at the time the budget was calculated (see explanations below). Implementation of the AY 2012–2013 budget, as well as its comparison to the implementation of the budget in the same period of the year 2011–2012, is summarized in the table below.

#### EHU Financial Statements (October 1, 2012–September 30, 2013)

##### Income

No.	Budget Line	AY 2012–2013		AY 2011–2012			Notes
		Approved, Euro	Used, Euro	Implementation, %	Used, Euro	2012–2013 versus 2011–2012, %	
Income in cash							
1	Secured Funding by the University	€ 323,480	€ 757,237	234%	€ 726,681	104%	23
2	Tuition Fees	€ 1,381,358	€ 1,466,555	106%	€ 1,285,986	114%	24
3	Tuition Fees from Non-Belarusian students	€ 84,900	€ 38,281	45%	€ 37,885	101%	25
4	EHU Trust Fund	€ 2,856,198	€ 2,828,155	99%	€ 2,361,746	120%	26
5	Additional Income Collected Through Development Department <sup>3</sup>	€ 100,000	€ 5,860	6%	€ 6,000	100%	27
6	Revenue-Generating Programs	€ 146,251	€ 147,375	101%	€ 112,625	131%	28
7	Other	€ 28,458	€ 47,835	168%	€ 30,391	157%	29
Subtotal income in cash		€ 4,920,645	€ 5,291,298	108%	€ 4,561,315	116%	
In-kind contributions							
8	Donations of Facilities	€ 325,023	€ 325,022	100%	€ 325,022	100%	30

<sup>2</sup> Submitted by the Vice-Rector for Administration and Infrastructure and Chief Financial Officer on December 17, 2013

<sup>3</sup> Does not include donations processed through support organizations and EHU Trust Fund, certain in-kind donations, or grants (see Table 8 in the List of Tables for more information)

9	Donations of Equipment, Services, Other Goods	€ 0	€ 0				31
Subtotal In-kind contributions		€ 325,023	€ 325,022	100%	€ 325,022	100%	
TOTAL INCOME		€ 5,245,668	€ 5,616,320	107%	€ 4,886,337	115%	

## Expenditure

Nr.	Budget Line	AY 2012 -2013			AY2011 -2012		Notes
		Approved, Euro	Used, Euro	Implementation*, %	Used, Euro	2012 -2013 versus 2011 - 2012, %	
10	Staff Costs	€ 2,483,680	€ 2,619,998	105%	€ 2,395,804	109%	32
11	Financial Aid Fund for Belarusian students	€ 568,600	€ 528,199	93%	€ 527,655	100%	33
12	Financial Aid Fund for Non-Belarusian Students	€ 2,426	€ 6,894	284%	€ 2,000	345%	34
13	Student Activities	€ 40,698	€ 24,758	61%	€ 33,580	74%	35
14	Faculty Development	€ 108,156	€ 104,506	97%	€ 115,595	90%	36
15	Faculty Mobility	€ 153,734	€ 166,615	108%	€ 158,909	105%	37
16	Belarusian Academic Infrastructure and Networks	€ 231,595	€ 210,113	91%	€ 168,979	124%	38
17	Operations	€ 921,968	€ 949,683	103%	€ 743,307	128%	39
18	Revenue-Generating Programs	€ 146,251	€ 150,077	103%	€ 108,479	138%	40
19	Institutional Advancement and Development	€ 429,956	€ 410,075	95%	€ 263,199	156%	41
20	Special and Extension Project	€ 148,453	€ 391,965	264%	€ 358,707	109%	42
21	Expenses for Non-Belarusian Students	€ 10,151	€ 16,506	163%	€ 10,124	163%	43
22	Contingency Reserve	€ 0	€ 36,931	0%	€ 0		44
TOTAL EXPENDITURE		€ 5,245,668	€ 5,616,320	107%	€ 4,886,337	115%	

\* Percentage over 100% means that expenses were higher than approved

Terminology used		
23	Secured Funding	Income received from institutional projects not covered by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU
24	Tuition Fees	Income received from BA and Master programs in all modes of study collected within the current academic year for new intake and previous enrollments
25	Tuition fees from Non-Belarusian students	Income received from foreign students entering existing groups of Belarusians
26	EHU Trust	Income received from statutory grants, private foundations, and major individual gifts. Administered by Nordic Council of Ministers in the EHU Trust Fund. Guided by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU
27	Additional Income Collected through Development Department	Budgetary income collected by the Development Department. Does not include donations processed by support organizations, certain in-kind donations, or grants (for more information on donations, see Table 8 in the List of Tables )
28	Revenue-Generating Programs	Income received from the programs created to generate incomes, e.g., MBA
29	Other	Income received from minor individual gifts, fees, or charges associated with services provided by the university, inter alia, sales of publications or products, commissioned research, retail sales, etc. Income received from dividends and capital gains on deposit accounts
30	Donations of Facilities	Estimated value of premises or instalments used for the purpose of carrying out EHU activities

31	Donations of Equipment, Services, Other Goods	Donation of goods or services
32	Staff Costs	Salaries, tax and social insurance obligations for faculty and administrative staff whose employment contracts are regulated by EHU Central Administration in Vilnius
33	Financial Aid Fund for Belarusian Students	Student accommodation, subsistence, health insurance
34	Financial Aid Fund for Non-Belarusian Students	Stipends specially established for non-Belarusian students
35	Student Activities	Student initiatives and cultural, sport, and social activities
36	Faculty Development	Research activities (Sabbatical), qualifications renewal (training), and conference participation
37	Faculty Mobility	Accommodation and per diem for faculty traveling to Vilnius for delivery or administrations of courses
38	Belarusian Academic Infrastructure and Networks	Applies the principle of <i>physically present or permanently residing</i> , includes those costs which can be considered to be <i>organized mostly within the territory of Belarus</i> : Minimal infrastructure, salaries for essential administrative staff, and organization of Belarusian infrastructure of Distance Learning Programs
39	Operations	Maintenance, supplies, equipment, hardware, software, communications, library collection
40	Expenses of Revenue-Generating Programs	Programs delivered on self-sustainable basis (for example MBA program).
41	Institutional Advancement and Development	Costs associated with GAPO, Board of Governors, Promotion, Advertising, Travel, Special Events and Fund-Raising
42	Special and Extension Project	Expenses incurred in projects not covered by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU and not associated with the maintenance of ordinary activities of the University
43	Expenses for Non-Belarusian Students	Expenses incurred due to additionally admitted foreign students
44	Contingency Reserve	Reserve held for contingency

## Explanatory Notes Regarding Budget Implementation

### Income

On October 1, 2012, the financial plan forecast total income from the following sources: 7% Secured Funding; 28% Tuition Fees; 2% Tuition Fees from Non-Belarusian Students; 58% EHU Trust Fund; 2% Additional Incomes Collected through the Development Department; 3% Revenue Generating Programs; and 1% was intended to be collected through other resources of income.

On September 30, 2013, the percentage of the budget used against that which was planned resulted in the following distribution: 234% Secured Funding (includes transfer of EHU Mediahub equipment from IREX to EHU); 106% Tuition Fees; 45% Tuition Fees from Non-Belarusian students; 99% EHU Trust Fund; 6 % Additional Incomes Collected through the Development Department; 101% Revenue-Generating Programs; 168% other. The following remarks should be noted:

- Line Item 1 (Secured Funding): This line includes project grants and Open Society Foundations (OSF) funding related to the University's Minsk-based institutions and the organization of distance learning activities in Belarus. Though OSF has not yet transferred these funds, it is expected that it will do so retroactively; therefore, planned expenses were allocated to OSF. The larger than expected incomes received in this budget line relate mostly to the in-kind donation of Mediahub equipment received from IREX Europe with an estimated value of EUR 178,744.71. Since that contribution was not budgeted as our part in the development of EHU Mediahub project and it was on the IREX Europe balance, it had not been forecast at budget creation time. Other portions of additional income under this budget line are related to the projects, which

cannot be forecast at the time of the budget calculation (i.e., Erasmus program income, small grants from Embassies provided directly to the University, and small projects won by faculty themselves). For instance, incomes from Erasmus program amounted to EUR 86,051 during AY 2012–2013, though at budget calculation time, Lithuanian agencies could not provide any realistic information that would enable the University to make more precise calculations. The larger than expected funding under this budget line in the amount of EUR 433,757 resulted in a budget overrun of 7% or EUR 370,652. It should be stressed that this overspending does not change the situation of the University in general, since most of the income received under this budget line creates its own expenses shown at Line No. 20 Special and Extension Projects. For example, Erasmus incomes not budgeted and received under Line No. 1 (Secured Funding) are primarily used to cover students who are not budgeted for studies abroad

- Line Item 2 (Tuition Fees): Though the University increased tuition fees for the newly admitted students by around 20%, the collection of tuition fees were only 14% higher than in the previous year. It means that we achieved breaking point in the possibilities to increase the tuition fees further since that would lead to the decrease in the number of students. Small 6% increase against budgeted figures is a result of improving situation with students drop out rate
- Line Item 3 (Tuition Fees from Non-Belarusian Students): The University was not able to attract as many Non-Belarusian students as forecasted. So, we collected less than planned income from this line, though at the same level as in the previous year. Nevertheless, our venture to attract the Non-Belarusian students are quite new, and still not fully prepared with many obstacles remaining like courses language, historical advantages of other universities (they have a name in the market). We expect better results in the future resulting from our additional efforts in Lithuania and border markets
- Line Item 4 (EHU Trust Fund): The EHU used 99% of the Trust Fund resources and match the budgeted figures
- Line Item 5 (Additional Income Collected by the Development Department). Development activities are a relatively new initiative and difficult to forecast. Forecast is made for budgetary income. Line does not include donations received through support organizations, certain in-kind donations, or grants (see Table 8 in the List of Tables for more information)
- Line Items 6 (Revenue-Generating Programs). The incomes from revenue generated programs met our expectations with small 1% increase
- Line item 7 (Other). Income generated at this budget line relates mostly to what is called “accountancy profit” and is of a rather technical or incidental character. Mostly due to the currency exchange fluctuations on the global market, the University received a little bit more income that expected, though not essential in absolute value
- Line Item 8 (Donations of Facilities) corresponds to the planned figures calculated on the basis of space provided at Mykolas Romeris University (the University uses 2,672 sq. m. of Romeris University premises)

### **Expenditure**

On October 1, 2012, the financial plan forecasted expenditure to be distributed in the following way: 47% Staff Costs; 11% Financial Aid Fund for Belarusian students; less than 1% Financial Aid Fund for

Non-Belarusian students; 1% Student Activities; 2% Faculty Development; 3% Faculty Mobility; 4% Belarusian Academic Infrastructure and Networks; 18% Operations; 3% Expenses of Revenue generating programs; 8% Institutional Advancement and Development; 3% Special and Extension projects; less than 1% Expenses for Non-Belarusian students; and 0% Contingency Reserve.

On September 30, 2013, the percentage of the budget used against planned resulted in the following distribution: 105% Staff Costs; 93% Financial Aid Fund for Belarusian students; 284% Financial Aid Fund for Non-Belarusian students; 61% Student Activities; 97% Faculty Development; 108% Faculty Mobility; 91% Belarusian Academic Infrastructure and Networks; 103% Operations; 103% Expenses of Revenue generating programs; 95% Institutional Advancement and Development; 264% Special and Extension projects; 163% Expenses for Non-Belarusian students; and not planned use of Contingency Reserve in the amount of EUR 36,931. In total, EHU incurred 107% of the costs planned.

The following points should be noted:

- Line Item 10: (Staff Costs) increased by 5% as a result of the first steps of faculty reform that makes salaries more competitive and structurally more effective. For instance, bigger percent of working contracts signed instead of service contracts increased taxes burden and expenses under this budget line in the year 2012 -2013
- Line Item 11 (Financial Aid Fund for Belarusian students) was used at the same level as in the year 2011 -2012 with 7% decrease compared to the budgeted figures mostly due to the support provided through the Erasmus program. Students applicable to this program receive stipends there, and let the University make some economy under this line
- Line Item 12 (Financial Aid Fund for Non-Belarusian students), in fact, consist of 1 stipend of EUR 2,000, which was allocated and paid according to the plans. Overspending in this budget line is a result of Lithuanian government support for its students covering tuition fees as well as stipends
- Line Item 13 (Student Activities) was used a little bit less than expected and 26% less than in the year 2011 -2012 since some sport activities did not occur due to the lack of students experienced in particular sports. For instance, we lack football players in order to register team in a local Lithuanian championship
- Line Item 14 (Faculty Development): was used as a budgeted with a small 3% economy under this budget line
- Line Item 15 (Faculty Mobility): Our expenses under this budget line increased due to non-anticipated increase by 10% of accommodations costs for faculty agreed by particular supplier. Though, even with that increase accommodation costs are lower than in the market
- Line Item 16 (Belarusian Academic Infrastructure and Networks) was used in line with a forecast
- Line Item 17 (Operations): was used as a budgeted with a small 3% overspending fluctuation under this budget line
- Line Item 18 (Expenses of Revenue generating Programs). The expenses under this budget line increased by 3% as a result of some long lasting library investments needed for further program development. So we expect to get back to 10% profit making in the next year as it has been already budgeted

- Line Item 19 (Institutional Advancement and Development): Our expenses under this budget line are in line with our expectations with a small savings of 5%
- Line Item 20 Special and extension projects. This line includes expenses created by project grants. The bigger than expected expenses under this budget line relates mostly to the in kind contribution of various equipment received from IREX Europe in an amount of EUR 178,744.71. Since that contribution was not budgeted as our part in the development of Media hub project and it was on the IREX balance, it was not forecasted at the budget creation time. Other part of additional expenses under this budget line is related to the projects, which cannot be forecasted at the time of the budget calculation, like Erasmus program expenses, and small grants and projects<sup>4</sup>. For instance, expenses for Erasmus program amounted to EUR 86,051 during AY 2012-2013, though at the budget calculation time, Lithuanian agencies could not provide any realistic information that would enable the University make more precise calculations. The bigger than expected expenses spent under this budget line in the amount of EUR 243,512 resulted in the budget overspending of 7% or EUR 370,652. It should be stressed though, that this overspending does not change the situation of the University in general since most of the income gotten under this budget line create its own incomes shown at the line No. 1 Secured funding by the University. For example, Erasmus incomes not budgeted and gotten under the line No. 1 Secured funding mostly are used to cover not budgeted students studies abroad
- Item 22 (Contingency Reserve): This line was a reserve for special cases. The Governing Board arranged an expertise of the University situation and attracted experts for that. Since consultants' expenses, for example AACRAO, were not budgeted under the other budget lines, we included those expenses here

## Financial Standing and Goals

For the AY 2013–2014 budget, in view of five-year goal to attract the best Belarusian students, EHU will continue to support the newly admitted BA High Residence students at the level of EUR 164,450; newly admitted Master students at the level of up to EUR 15,000; and new BA Low Residence students at the level of up to EUR 15,000 per year. It is predicted that the level of total support for students will be around EUR 610,000 to EUR 629,000 per year in following years (see Table No. 2).

The budget for AY 2013–2014 in comparison with the one for AY 2012–2013 is provided in Table 1 below.

**Table 1 Budget for AY 2013–2014 in Comparison with AY 2012–2013**

### Income

No.	Budget Line	Year 2013–2014	Year 2012–2013	Difference in absolute value	Difference in percentage
1	Secured funding	€ 381,273	€ 323,480	€ 57,793	18%
2	Tuition Fees	€ 1,458,167	€ 1,381,358	€ 76,809 €	6%
3	Tuition fees from Non-Belarusian students	€ 96,225	€ 84,900	€ 11,325	13%
4	EHU Trust Fund	€ 3,508,829	€ 2,856,198	€ 652,631	23%
5	Additional income collected through development department	€ 125,000	€ 100,000	€ 25,000	25%

<sup>4</sup> A detailed list of small grants and projects is available upon request

6	Revenue-Generating Programs	€ 153,564	€ 146,251	€ 7,313	5%
7	Other	€ 8,615	€ 28,458	€ -19,843	-70%
Subtotal income in cash		€ 5,731,673	€ 4,920,645	€ 811,028	16%
in-kind contributions					
8	Donations of Facilities	€ 325,023	€ 325,023	0	0%
9	Donations of Equipment, Services, Other Goods*	0	0	0	0%
Subtotal in-kind contributions		€ 325,023	€ 325,023	0	0%
TOTAL SUPPORT		€ 6,056,696	€ 5,245,668	€ 811,028	15%

## Expenditure

No.	Budget Line	Year 2013–2014	Year 2012–2013	Difference in absolute value	Difference in percentage
10	Staff Costs	€ 2,585,676	€ 2,483,680	€ 101,997	4%
11	Financial Aid Fund for Belarusian Students	€ 610,200	€ 568,600	€ 41,600	7%
12	Financial Aid Fund for Non-Belarusian Students	€ 2,000	€ 2,426	€ -426	-18%
13	Student Activities	€ 40,698	€ 40,698	0	0%
14	Faculty Development	€ 120,539	€ 108,156	€ 12,383	11%
15	Faculty Mobility	€ 150,417	€ 153,734	€ -3,317	-2%
16	Belarusian Academic Infrastructure and Networks	€ 215,330	€ 231,595	€ -16,265	-7%
17	Operations	€ 998,693	€ 921,968	€ 76,725	8%
18	Revenue-Generating Programs	€ 153,564	€ 146,251	€ 7,312	5%
19	Institutional Advancement and Development	€ 561,455	€ 429,957	€ 131,498	31%
20	Special and Extension Project	€ 163,298	€ 148,453	€ 14,845	10%
21	Expenses for Non-Belarusian students	€ 22,205	€ 10,151	€ 12,053	119%
22	Contingency Reserve	€ 432,622		€ 432,622	100%
TOTAL EXPENDITURE		€ 6,056,696	€ 5,245,668	€ 811,027	15%

The following changes and differences are forecast compared to the previous AY:

## Income

- Line No. 1. Secured funding: The 18% increase relates to the development of the University media hub, which is seen generating its own incomes or attracting some long lasting project based funding, though the real pattern of income is still unclear. Other income part under this budget line is expected to be provided by the Open Society Institute directly to the University if all the problems related to the changes in OSI administration is resolved (see section: The financial issues with AY 2013–2014)
- Line No. 2. Tuition fees are increasing by 6% as a result of the University steps to set up programs on a self-sustainable path by increasing tuition fee level for newly admitted students
- Line No. 3. Tuition fees from non-Belarusian students are expected to increase by 13% mostly due to the University efforts recruiting foreigners and especially Lithuanian students, some of whom are funded through the Lithuanian government budget

- Line No. 4. EHU Trust Fund: Annual allocations for the year 2013–2014 are expected to increase by 23%, mostly due to the reform of teacher salaries as well as the Governing Board’s decision to increase funding for the efforts to generate income through the University itself. It should be mentioned that the need for support provided through the Trust Fund could increase if fundraising activities carried out directly through the University achieve less optimistic goals, and if the donors approve the second step of teacher salary reform and the need to develop an information system as soon as AY 2013–2014
- Line No. 5. Additional income collected through development department. It was agreed to set up a goal of collection of EUR 125,000 to cover operational expenses for the Development department
- Lins No. 6. Revenue-Generating Programs is forecast to increase by 5% as a result of a development in the MBA program, which generate some portion of income in AY 2011–2012
- Line No. 7. Other forecasts to decrease by 70% since one of the activities, in particular the organization of commercial summer school, was non-effective and excluded from the plans

### Expenditure

- Line No. 10. Staff Costs: This line represents only the level of cost, without cost needed for the first steps of teacher salary structure reform. Those costs are presented under the budget line “Contingency Reserve.” This line does not reflect the anticipated costs of the decision to offer labor contracts to certain faculty that have been working for EHU on the basis of freelance contracts.
- Line No. 11. Financial Aid Fund for Belarusian Students: The line increase relates to the Governing Board decision taken three years ago to increase the level of support for the newly admitted students by EUR 86,000. Since the number of students receiving this support increases every year with new admissions, this budget line increases correspondingly up to the level of EUR 629,000 in AY 2015–2016 (see Table No. 2):

**Table 2 Five-Year Forecast for Student Support**

	AY 2013–2014	AY 2014–2015	AY 2015–2016	AY 2016–2017	AY 2017–2018
Discounts for BA HR students	€ 427,000	€ 440,000	€ 402,000	€ 402,000	€ 402,000
Stipends for BA HR students	€ 102,000	€ 116,000	€ 116,000	€ 116,000	€ 116,000
Discounts for BA LR students	€ 45,000	€ 60,000	€ 75,000	€ 75,000	€ 75,000
Discounts for Master students	€ 36,000	€ 36,000	€ 36,000	€ 36,000	€ 36,000
<b>Total</b>	<b>€ 610,000</b>	<b>€ 652,000</b>	<b>€ 629,000</b>	<b>€ 629,000</b>	<b>€ 629,000</b>

- Line No. 12. Financial Aid Fund for Non-Belarusian Students: This line accumulates stipends for non-Belarusian students. The decrease relates to the decision to align all types of stipends at the University to the same sum
- Line No. 13. Student Activities: It is expected to provide the support for student activities at the same level, encouraging students themselves to participate in the social live of Lithuania and its border countries, and to provide visibility and promotion to the University itself

- Line No. 14. Faculty Development relates mostly to the research activities of University and training of staff. There is an official requirement to strengthen these areas at the University, and as a result the 11% increase is foreseen under this budget line
- Line No. 15. Faculty Mobility: A savings of 2% is expected in this budget line as a result of the teacher salary reform that could possibly decrease the need for teacher travel expenses
- Line No. 16. Belarusian Academic Infrastructure and Networks: The 7% economy under this budget line is achieved through the liquidation of one of three Belarusian institutions, and the decrease of the associated administration expenses
- Line No. 17. Operations: An 8% increase relates to the intensification of work on the development of the information system. The expenses for the purchase of the system, if any, are only partly included under this budget line, since the price of the system is still unclear
- Line No. 18. Revenue-Generating Programs is forecast to increase by 5% as a result of a development in the MBA program, which started to generate some portion of income in the AY 2011–2012
- Line No. 19. Institutional Advancement and Development: It is forecast that a 31% increase under this budget line to expand even more fundraising and recruiting activities carried by the University itself
- Line No. 20. Special and Extension Projects: Some increase is related to the EHU MediaHub development process, which would create not only additional income, but also additional expenses
- Line No. 21 Expenses for Non-Belarusians Students: The increase is related solely to the increase in number of Non-Belarusian students studying at Bachelor and Master levels that fully pay their expenses and are a profitable income resource for the University (see budget line 3: Tuition Fees from Non-Belarusians). So, the total expenditure of EUR 22,205 generated income of EUR 96,225 (see line 3).
- Other changes in the budget constructed upon the basis of the previous year's data and the latest Governing Board decisions would be in line with the ordinary developments and changes
- This proposal would leave the support provided by the Trust Fund at the level of around EUR 3.15M a year over the following five years (see Table No. 3). It should be mentioned that, if the latest decisions of the Governing Board regarding Provost, the purchase of IS, and finalization of teacher salary reform are adopted, the need for the TF resources would increase by up to EUR 0.8 million

**Table No. 3 Long-Term Forecast**

**Income**

	AY 2013–2014	AY 2014–2015	AY 2015–2016	AY 2016–2017	AY 2017–2018
Secured Funding	€ 381,273	€ 403,304	€ 426,725	€ 451,635	€ 478,140
Additional Income from Development	€ 125,000	€ 156,250	€ 195,313	€ 244,141	€ 305,176
Tuition Fee	€ 1,554,392	€ 1,788,580	€ 1,841,744	€ 1,903,712	€ 2,048,056
Trust Fund	€ 3,508,829	€ 3,348,500	€ 3,089,864	€ 2,974,900	€ 2,821,386

Revenue-Generating Programs	€ 153,564	€ 161,242	€ 169,304	€ 177,769	€ 186,657
Donation of Facilities	€ 325,023	€ 325,023	€ 325,023	€ 325,023	€ 325,023
Other	€ 8,615	€ 40,520	€ 43,760	€ 59,420	€ 62,291
<b>TOTAL INCOME</b>	<b>€ 6,056,696</b>	<b>€ 6,223,419</b>	<b>€ 6,091,733</b>	<b>€ 6,136,600</b>	<b>€ 6,226,729</b>

## Expenditure

	AY 2013–2014	AY 2014–2015	AY 2015–2016	AY 2016–2017	AY 2017–2018
Studying Cost	€ 5,446,495	€ 5,571,618	€ 5,462,332	€ 5,507,200	€ 5,597,328
BA	€ 3,247,293	€ 3,292,500	€ 3,272,652	€ 3,317,717	€ 3,375,221
Masters	€ 779,834	€ 795,606	€ 772,418	€ 809,197	€ 828,250
BA Low Residence	€ 1,419,368	€ 1,483,513	€ 1,417,261	€ 1,380,286	€ 1,393,857
Subsistence for students	€ 610,200	€ 651,800	€ 629,400	€ 629,400	€ 629,400
BA	€ 529,200	€ 555,800	€ 518,400	€ 518,400	€ 518,400
Masters	€ 36,000	€ 36,000	€ 36,000	€ 36,000	€ 36,000
BA Low Residence	€ 45,000	€ 60,000	€ 75,000	€ 75,000	€ 75,000
<b>TOTAL EXPENDITURE</b>	<b>€ 6,056,695</b>	<b>€ 6,223,418</b>	<b>€ 6,091,732</b>	<b>€ 6,136,600</b>	<b>€ 6,226,728</b>

## 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 autumn of 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.

Following the heavy-handed crackdown on demonstrators by Belarusian authorities during the last presidential election in 2010, a donor conference was convened in Warsaw in January 2011. In addition to condemning the actions of Belarusian authorities, donors at the conference expressed their continued commitment to support for a democratic Belarus, and many pledged to support EHU. All in all, commitments were made on the order of more than EUR 4 million, to be channelled to EHU through the EHU Trust Fund.

Total commitments by donors to the EHU Trust Fund since 2008 total more than EUR 18 million (see [Table 8.1](#) in the List of Tables).

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 Marlene Støttrup.

The Office of the NCM in Lithuania assists the EHU Trust Fund through its contacts with EHU, Lithuanian officials, and Belarus.

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

## Support Organizations

**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 has been reinvigorated and is 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).

**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).

## **APPENDICES**

## Basic Facts

**Founded:** Minsk, Belarus, 1992

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

**Total Student Body:** 1,455 students

1,281 degree-seeking BA students in High Residence and Low Residence mode

166 degree-seeking Master students

8 degree-seeking PhD students

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

490 students

42 faculty, full-time equivalent

6 degree programs

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

791 students

38 faculty, full-time equivalent

6 degree programs

*Masters:*

166 students

17 faculty, full-time equivalent

5 degree programs

*Doctorate:*

8 students

### Graduates

1,282 since 2006 (Vilnius), and nearly 2,100 since 1992

*In 2013:*

102 BA High Residence students

89 BA Low Residence students

53 MA and MBA students

### Institutes, Centers, and Laboratories

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, EHU MediaHub (Media Center), The Contemporary Art Study Center, Center for German Studies, Jewish Studies Center, and the Center for Constitutionalism and Human Rights

## **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 sq. m., of which 46% is used for classrooms, 10% for laboratories, 6% for library and archives, 2% for conferences, 20% for administration, and 16% for sports.

## **Residential Life**

For high residence undergraduate students, approximately 150 beds are available in dormitories; the average cost is EUR 725 per bed per year. About 73% of BA students and 100% of Master students rent apartments while in Vilnius.

Twenty-four beds for visiting lecturers are available in a hotel; average cost is EUR 2,746 per bed per year.

## **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 hundreds of publications through the EHU e-library; subscription to 20 online databases (most are made accessible through the Lithuanian Research Library Consortium project eMoDB,LT2); and other electronic resources. A number of materials were donated by Prof. Joseph W. Dellapenna and Villanova University School of Law, the Austrian Embassy in Lithuania, the Finnish Embassy in Lithuania, the Irish Embassy in Lithuania, the Swedish Embassy in Lithuania, the Nordic Council of Ministers, Robert Bosch Stiftung and the Association of Christian Democratic Students (Ring Christlich-Demokratischer Studenten), as well as various private individuals.

Since the closure of the University in Minsk, thousands of books have been held in storage..

In AY 2012–2013, EHU continued implementing an Integrated Library Information System and the library's e-catalogue was launched in October 2013. From AY 2013–2014, almost all library functions will be processed through the Integrated Library Information System.

## **Computers and Internet Access**

There are three computer laboratories on campus providing Internet access and software necessary for students: two smaller labs with 15 individual workstations, and one larger with 22 workstations. The on-campus library has publicly accessible computers with internet access. Each academic department has an on-campus-office equipped with desktop computers and space for faculty to work on their own laptop computers. There is a dedicated room for faculty to meet and work when on campus, equipped with desktop computers and a printer. Free public wireless internet (WiFi) access for students and faculty is provided in all main public areas and in all offices and auditoriums used by EHU.

A photo studio equipped with a versatile lighting setup and a range of DSLR cameras, lenses, flashes and tripods (for in-studio use) is available; some equipment is lent to students to carry out course assignments. The media production courses make use of ten sets of professional portable sound-recording sets for field assignments.

A state-of-the-art media production and training center and laboratory called EHU Mediahub has a video/TV production studio equipped with a range of modern technology, including specialized video

studio lighting, three studio camera sets, and six portable cameras; a media production laboratory, equipped with 15 modern computer workstations; and a radio production studio, complete with all necessary sound-recording and processing equipment.

Over the course of the last two years, EHU has been developing a software system that allows the University to manage student files online. This system also allows the storage and automatic export of data to the government-run Lithuanian Student Registry, as required by procedures recently established by the Ministry of Education and other bodies of government.

### **Tuition**

The generosity of donors enables the University to set average discounted tuition rates for Belarusian students at EUR 1,200 to EUR 2,500 for BA high residence (depending on program); EUR 600–1,200 for BA low residence (depending on program); EUR 600–1,500 for Masters (excluding MBA with no special discounts for Belarusians); and EUR 20 per credit for continuing adult education in AY 2013–2014.

Nearly all current students receive discounted tuition as Belarusian citizens or permanent residents of Belarus.

Tuition fees cover 28% of the annual budget in AY 2013–2014; donor funding accounts for 67%; the remaining 5% is covered through other activities of the University (non-typical income and revenue-generating programs).

### **Financial Aid**

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

- Approximately 70% of BA high residence students receive financial aid ranging from EUR 100 to EUR 2,000 per year
- Approximately 25% of Master students receive financial aid ranging from EUR 450 to EUR 1,200 per year, and
- 16% of BA low residence students receive financial aid ranging from EUR 150 to EUR 500 per year

In addition, 10% of BA high residence students are awarded stipends to cover room, board, and health insurance. These stipends are awarded based on merit and need (EUR 2,000 each).

In addition, more than 10 students receive scholarships provided by other donors, including the Lithuanian government, private organizations, and individuals.

### **International Cooperation**

EHU has 99 Erasmus inter-institutional agreements for student and teacher/staff mobility with departments in 47 universities in 20 countries. The agreements cover a maximum of 252 possible exchange places for undergraduate and graduate students. Additionally, EHU has bilateral agreements with 11 universities in 9 countries.

## **Personnel**

EHU employs a total of 293 staff members for 199 FTE (positions), of which 54 are administrators, 49 are academic and research administration staff, and 96 are full-time faculty and other staff. Part-time faculty is not included.

## **Governance and Administration**

- Governing Board
- General Assembly of Part-Owners, the three-member international body of EHU founders
- Rector, 20+ years-experience advancing EHU, assisted by international management team
- Senate representing academics and students

## **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

40% of scholarly events with a Belarusian focus or held in Belarus

11.2% of courses with Belarus context

51% of publications published in Belarusian

5.6% of Masters courses taught in Belarusian

4.6% of Masters and BA theses in Belarusian



95.4% of students are Belarusians

9.2% of BA courses taught in Belarusian

85% of full-time teachers are Belarus citizens

43.7% of Masters and BA theses are Belarus-focused

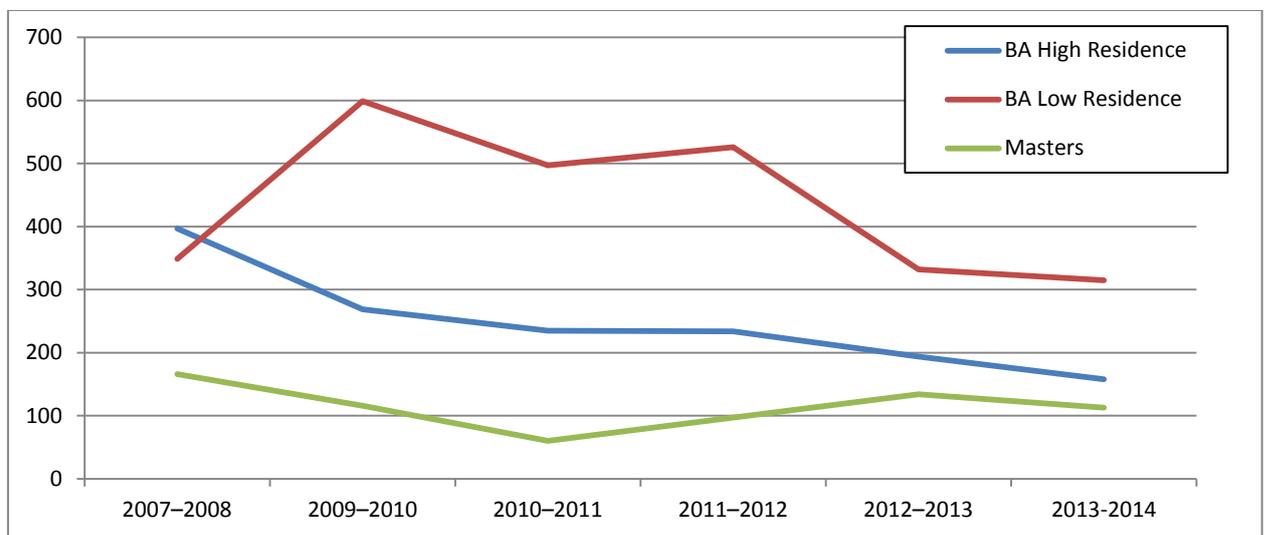
## LIST OF TABLES

## 1. Enrollment Trends

**Table 1.1 Application Numbers**

	Applied for Academic Year						
	2013–2014	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
BA High Residence	158	194	234	235	269	406	397
BA Low Residence	315	332	526	497	599	577	349
Masters	113	134	97	60	116	181	166
PhD in Philosophy	3	6	4	n/a	n/a	n/a	n/a
Total	589	666	861	792	984	1,164	912

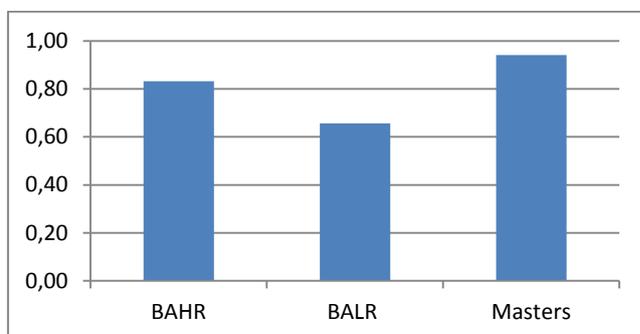
**Trend in Applications by Year**



**Note.** The diagram shows a long-term decrease in number of applicants; this trend reflects a sharp decline in high school graduates in Belarus over the past several years.

**Table 1.2 Competition among Applicants (Applicants per Available Slot)**

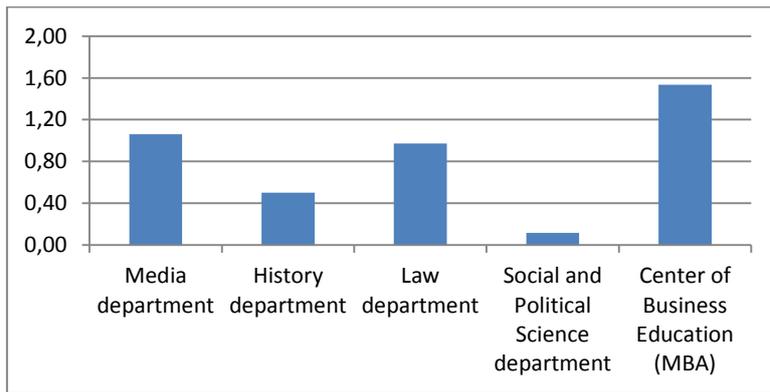
**Competition Rate among Applicants by Mode of Study**



BA HR=BA High Residence

BA LR=BA Low Residence

### Competition Rate among Applicants by Academic Department







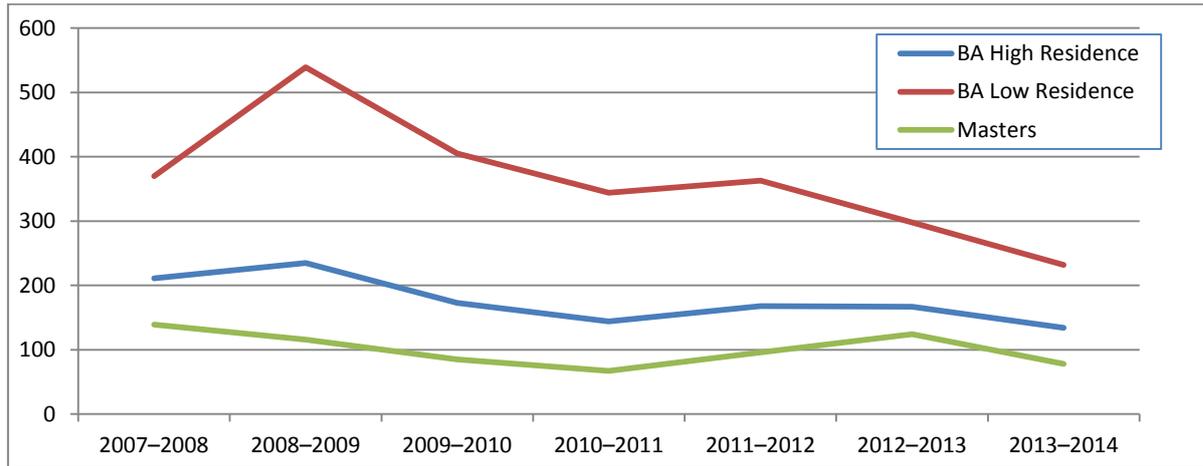
**Table 1.5 Origin of Masters Applicants**



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

**Table 1.6 First-Year Student Admission Trends**

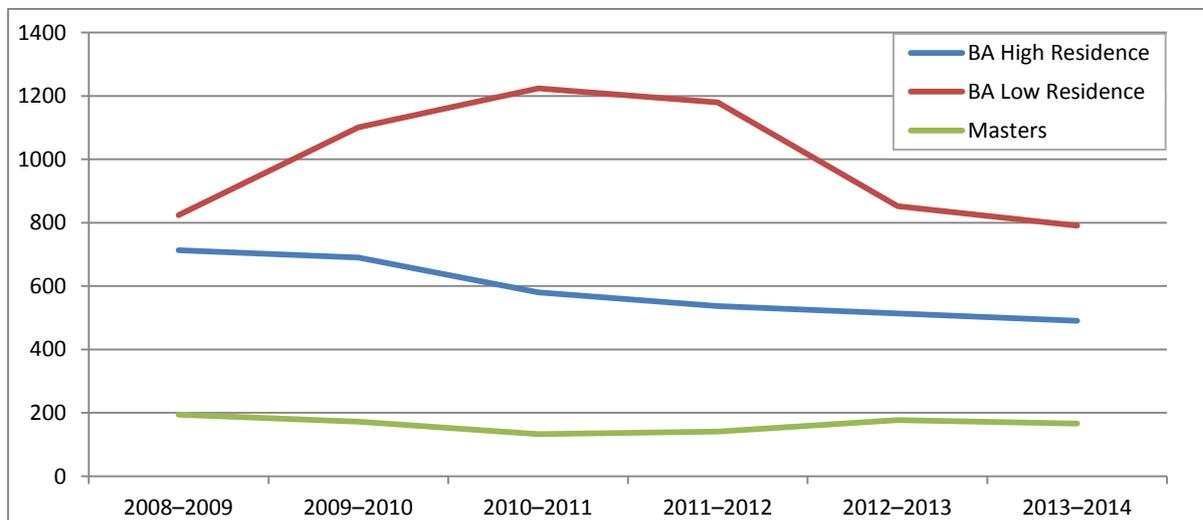
	Admitted for Academic Year						
	2013–2014	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
BA High Residence	134	167	168	144	173	235	211
BA Low Residence	232	298	363	344	405	539	370
Master	78	124	96	67	85	116	139
PhD in Philosophy	2	3	3	n/a	n/a	n/a	n/a
<b>Total</b>	<b>446</b>	<b>592</b>	<b>630</b>	<b>555</b>	<b>663</b>	<b>890</b>	<b>720</b>



**Table 1.7 Number of Students Admitted by Mode of Study**

	2013–2014	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009
BA High Residence	490	514	537	580	690	713
BA Low Residence	791	852	1,180	1,224	1,101	824
Master	166	177	141	133	172	194
PhD in Philosophy	8	6	3	n/a	n/a	n/a
<b>Total</b>	<b>1,455</b>	<b>1,549</b>	<b>1,861</b>	<b>1,937</b>	<b>1,963</b>	<b>1,731</b>

**Student Numbers by Mode of Study**



**Table 1.8 Structure of EHU Student Body by Gender and Citizenship**

	Female/Male %	% Belarusian
BA High Residence	78/22%	95%
BA Low Residence	78/22%	96%
Master	56/44%	96%
PhD in Philosophy	25/75%	88%
<b>Total Student Body</b>	<b>75%/25%</b>	<b>96%</b>

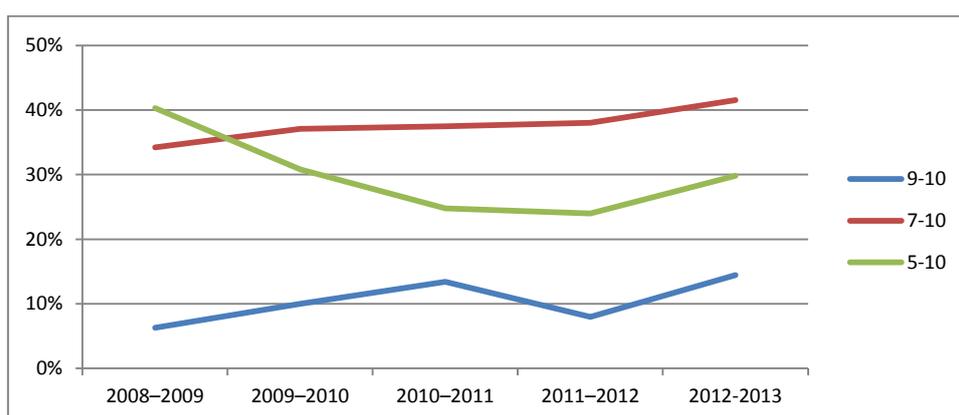
**Notes.** Tuition discounts for BA and Master students made available by the support of donors apply to Belarusian citizens and permanent residents, which may include citizens of other countries residing in Belarus.

The figures on gender are consistent with general trends.

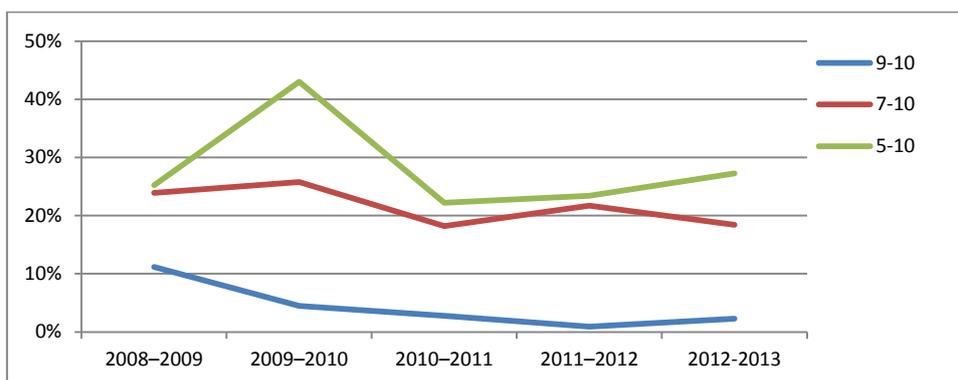
**Table 1.9 Student Grades by Year**

Grade	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
<b>BA High Residence</b>						
9-10	14.5%	8%	13.4%	10.0%	6.28 %	2.20 %
7-10	41.5%	38%	37.5%	37.1%	34.18 %	28.40 %
5-10	29.8%	24%	24.8%	30.8%	40.30 %	69.40 %
<b>BA Low Residence</b>						
9-10	2.3%	0,9%	2.8%	4.5%	11.05 %	n/a
7-10	18.4%	21.7%	18.2%	25.8%	23.09 %	n/a
5-10	27.3%	23.4%	22.2%	43.0%	25.23 %	n/a
<b>Master</b>						
9-10	21.1%	20.4%	21.6%	14.41%	7.61 %	n/a
7-10	20.3%	33.6%	29.6%	35.1%	31.52 %	n/a
5-10	25.2%	15.9%	20.0%	24.62%	33.70 %	n/a

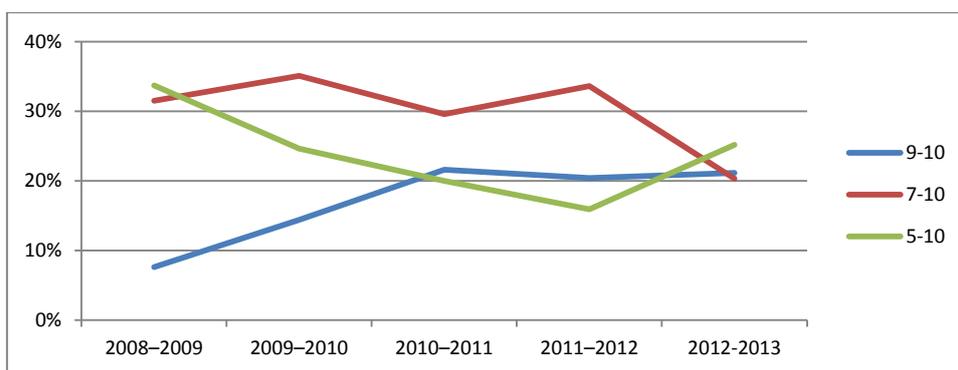
**Academic Achievement/Grade Trends of BA HR Students**



### Academic Achievement/Grade Trends of BA LR Students



### Academic Achievement/Grade Trends of Masters Students



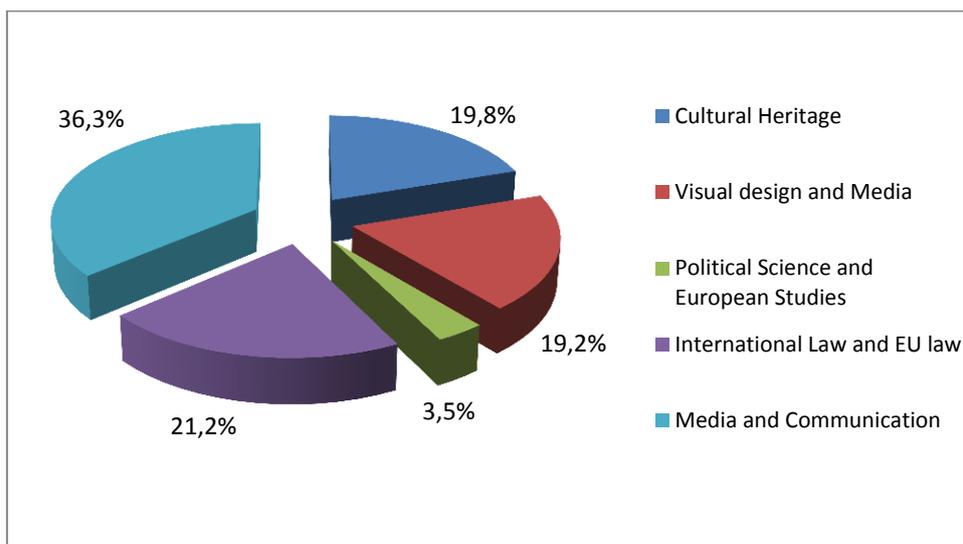
**Note.** The figures indicate that EHU students are performing more effectively in all study modes, despite the challenges and hardships they encounter, indicating an increased level of competitiveness among EHU students.

**Table 1.10** Distribution of BA High Residence Students by Program

Program *	No of Students				
	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Social and Political Philosophy	0	0	4	9	25
Belarusian Studies: History of Belarus and Cultural Anthropology	0	4	12	23	36
Theory and Practice of Modern Art	0	0	8	27	52
Cultural Heritage	97	100	97	105	116
Visual design and Media	94	93	103	102	106
Political Sciences and European Studies	17	21	41	44	54
International Law and EU law	104	107	100	98	112
Media and Communication	178	189	172	172	189
<b>Total</b>	<b>490</b>	<b>514</b>	<b>537</b>	<b>580</b>	<b>690</b>

\* Revised program titles are provided as announced for AY 2013–2014

## BA High Residence Student Body by Programs



**Note.** The most popular BA HR program is Media and Communication with 36.3% of students.

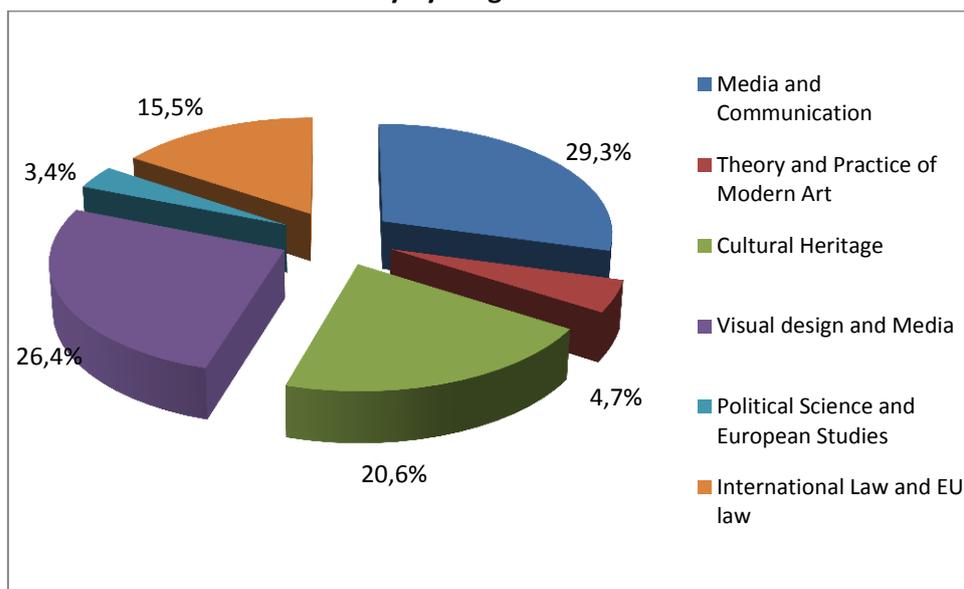
**Table 1.11** Distribution of BA High Residence Students by Year of Study

Study Year	No of Students					
	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
1st year	136	167	165	147	173	235
2nd year	138	145	127	149	207	191
3rd year	127	97	121	152	155	160
4th year	89	105	124	132	155	127
<b>Total</b>	<b>490</b>	<b>514</b>	<b>537</b>	<b>580</b>	<b>690</b>	<b>713</b>

**Table 1.12** Distribution of BA Low Residence Students by Program

Program*	No of Students					
	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
Social and Political Philosophy	0	0	0	0	12	17
Media and Communication	232	191	304	299	233	147
Theory and Practice of Modern Art	37	75	124	133	122	73
Cultural Heritage	163	168	207	202	189	146
Visual Design and Media	209	205	233	253	231	201
Political Sciences and European Studies	27	33	98	103	110	67
International Law and EU law	123	180	214	234	204	173
<b>Total</b>	<b>791</b>	<b>852</b>	<b>1,180</b>	<b>1,224</b>	<b>1,101</b>	<b>824</b>

### BA Low Residence Student Body by Programs



**Note.** The most popular BA LR program is Media and Communication with 29.3% of students.

**Table 1.13** Distribution of BA Low Residence Students by Year of Study

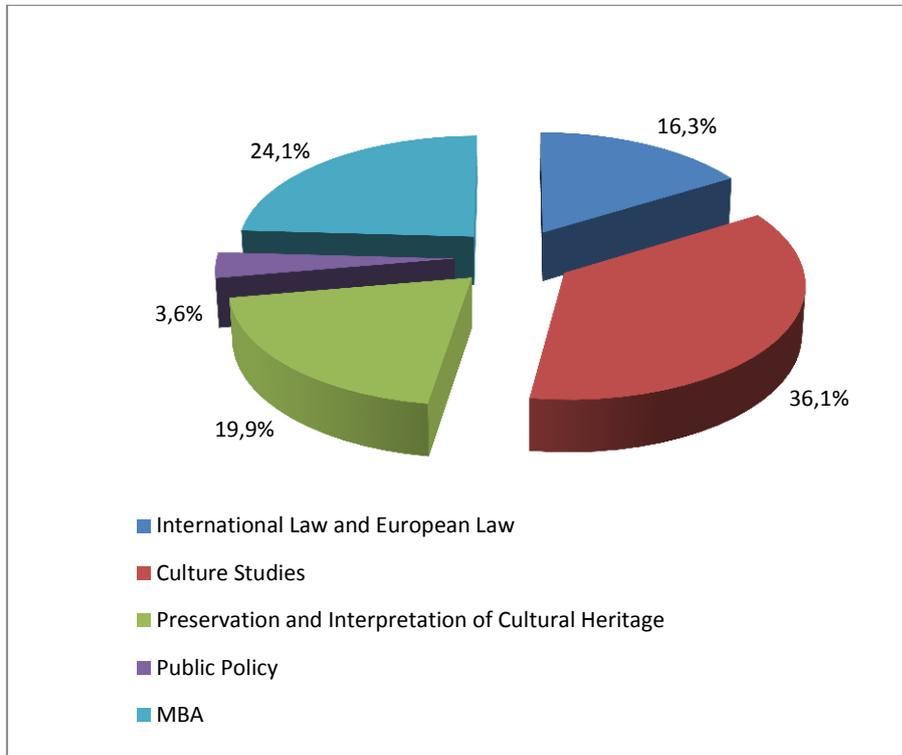
Study Year	No of Students					
	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
1 <sup>st</sup> year	244	307	450	460	404	539
2 <sup>nd</sup> year	158	173	242	386	428	192
3 <sup>rd</sup> year	161	124	264	226	180	67
4 <sup>th</sup> year	106	154	148	120	67	26
5 <sup>th</sup> year	123	94	76	32	21	n/a
<b>Total</b>	<b>792</b>	<b>852</b>	<b>1,180</b>	<b>1,224</b>	<b>1,101</b>	<b>824</b>

**Table 1.14** Distribution of Master Students by Program

Program	No of Students					
	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
International Law and European Law	27	32	26	19	26	26
Social Theory and Political Philosophy	0	0	0	0	0	9
European Studies	0	0	0	0	9	25
Culture Studies	60	67	48	49	65	58
Democracy and Civil Society	0	0	0	0	10	24
Preservation and Interpretation of Cultural Heritage	33	32	21	24	28	30

Comparative History of North-Eastern Europe	0	0	0	6	7	22
Public Policy	6	25	24	19	15	n/a
MBA	40	21	22	22	12	n/a
<b>Total</b>	<b>166</b>	<b>177</b>	<b>141</b>	<b>139</b>	<b>172</b>	<b>194</b>

### Master Student Body by Program



**Note.** The most popular Master program is Culture Studies with 36.1% of students.

## 2. EHU Programs

**Table 2.1 Status of Programs**

Degree	Status as of September 2013	Admission	Title of program	Specializations	Diploma
Bachelor 4-year degree	Old, Active	Not planned	Theory and Practices of Contemporary Art	–	Bachelor Arts in Art Research
	Old, Active	Not planned	International Law	–	Bachelor of Law
	Old, Active	Not planned	Media and Communication	(1) Mass Communications and Journalism; (2) Visual Culture (Cinema, TV, Internet)	Bachelor of Arts in Communication
	Old, Active	Not planned	Media and Visual Design	–	Bachelor of Design
	Old, Active	Not planned	Political Science and European Studies	–	Bachelor of Arts in Political Science
	Final year, closing	Not planned	Belarusian Studies	(1) History of Belarus and Cultural Anthropology; (2) Cross-Cultural Communication; (3) Protection and Uses of Cultural Heritage	Bachelor of Arts in History
	Old, Active	Not planned	Cultural Heritage and Tourism	–	Bachelor of Arts in Tourism and Recreation
	Closed	Not planned	Social and Political Philosophy	(1) Political Philosophy; (2) Social Philosophy	Bachelor of Arts in Philosophy
	New, Active	Since 2012	Media and Communication	(1) New Media; (2) Visual Culture and Creative Industries	Bachelor of Arts in Communication
	New, Active	Since 2012	Visual Design and Media	–	Bachelor of Design
	New, Active	Since 2013	Sociology	(1) Social Theory and Applied Sociology; (2) Social Anthropology; (3) Sociology of Economics	Bachelor of Arts in Sociology
	New, Active	Since 2012	Cultural Heritage	(1) Belarusian History; (2) Religion Studies; (3) Anthropology: Cross Cultural Communication; (4) Tourism; (5) Art Research and Art Management	Bachelor of Arts in Heritage Studies
Integrated studies Master degree (5 years)	New, Active	Since 2013	International Law and European Union Law	(1) International Law; (2) European Union Law	Master of Law
Master degree	New, Active	Since 2013	International Law and European Law	–	Master of Law
	Final year, closing	Not planned	Culture Studies	(1) Gender Studies; (2) Visual and Culture Studies	Master of Arts in Sociology
	New, Active	Since 2012	Culture Studies	(1) Gender Studies; (2) Visual and Culture Studies; (3) Critical Urban Studies	Master of Arts in Sociology
	Final year, closing	Not planned	Preservation and Interpretation of Cultural Heritage	–	Master of Arts in Heritage Studies

Degree	Status	Admission	Title of program	Specializations	Diploma
	New, Active	Since 2013	Public Policy	–	Master of Arts in Political Science
	New, Active	Since 2013	Business Administration	–	Master of Business
	New, Active	Since 2013	Existential Psychology	–	Master of Arts in Psychology
	New, Active	Since 2012	Historic and Cultural Heritage	–	Master of Arts in Heritage Studies
	Closed	Not planned	Democracy and Civil Society	–	Master of Arts in Political Science
	Closed	Not planned	European Studies	–	Master of Arts in Political Science
	Closed	Not planned	Comparative History of North-Eastern Europe	–	Master of Arts in History
	Closed	Not planned	Social Theory and Political Philosophy	–	Master of Arts in Philosophy

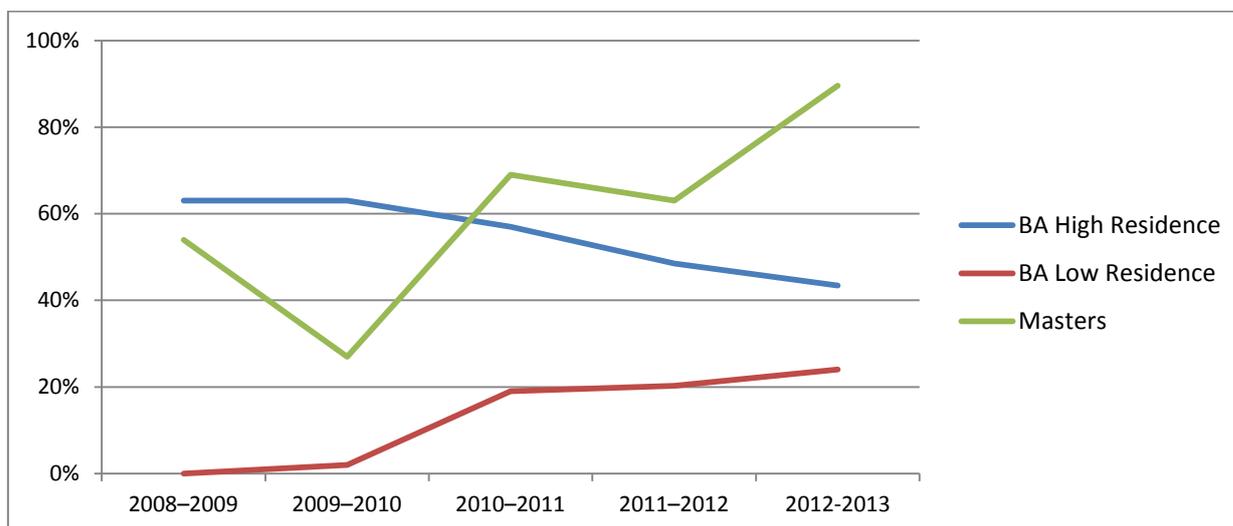
**Note.** A new political science Bachelor program called World Politics and Economy, to be conducted jointly with Vytautas Magnus University, has been accepted by Lithuania's Center for Quality Assessment in Higher Education; the program will begin in autumn of 2014.

### 3. Graduates

**Table 3.1 Graduates per Year**

School of Undergraduate Studies	Academic Year						
	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007
BA High Residence	102	114	120	137	108	n/a	n/a
% of enrolment	43%	48%	57%	n/a	n/a	n/a	n/a
BA Low Residence	89	75	31	5	5	n/a	n/a
% of enrolment	24%	20%	n/a	n/a	n/a	n/a	n/a
Master	53*	42	59	48	75	51	49
% of enrolment	79,1%	63%	69%	27%	54%	n/a	n/a
<b>Total graduated</b>	<b>244</b>	<b>231</b>	<b>210</b>	<b>190</b>	<b>188</b>	<b>51</b>	<b>49</b>

\* MBA students that graduated in November 2013 not included



#### Notes

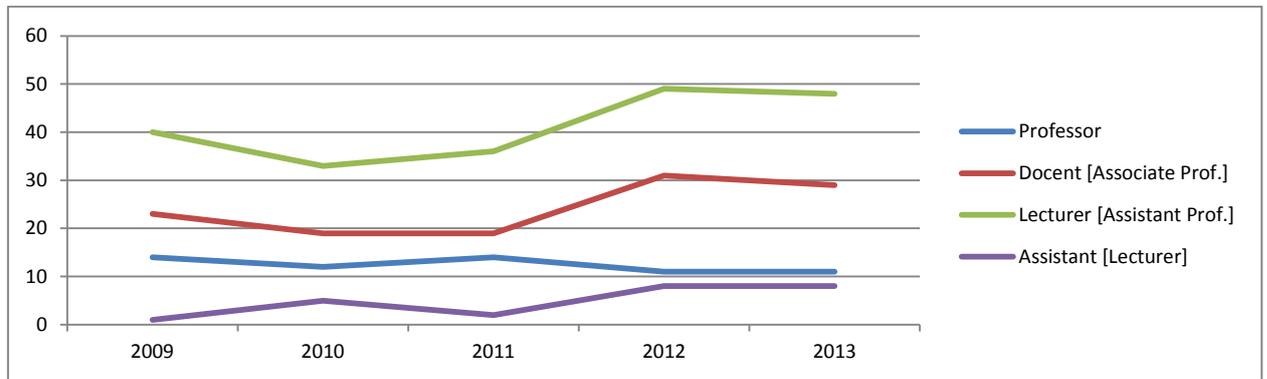
The figures represent graduation rates, i.e., the percentage of students who earn a degree. Generally, these statistics accord with Lithuanian and international trends.

## 4. Faculty

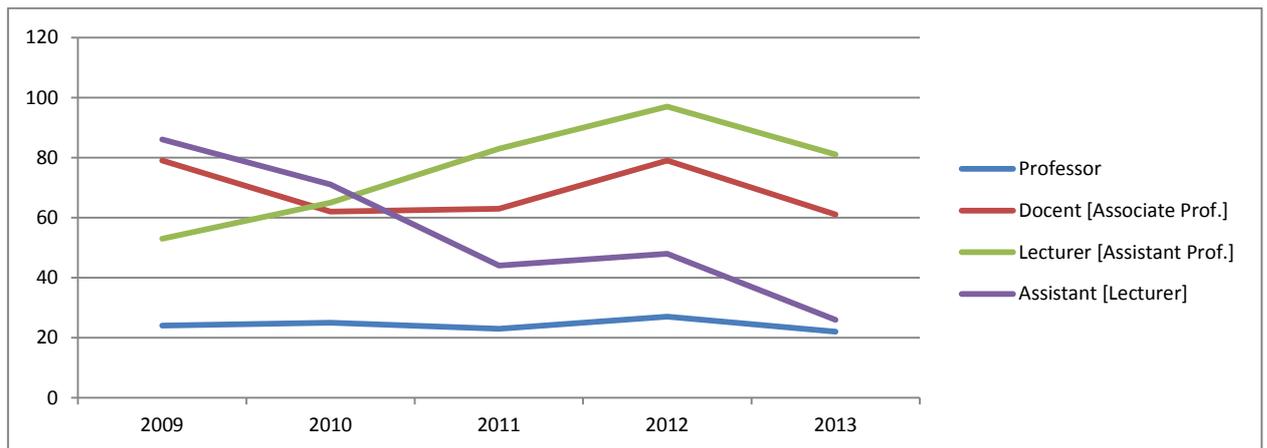
**Table 4.1 Distribution of EHU Faculty by Academic Status**

Academic Status	Number of Faculty									
	September 2013		September 2012		September 2011		September 2010		September 2009	
	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time
Professor	11	11	16	11	9	14	13	12	10	14
Docent [Associate Prof.]	32	29	48	31	44	19	43	19	56	23
Lecturer [Assistant Prof.]	33	48	48	49	47	36	32	33	13	40
Assistant [Lecturer]	18	8	40	8	42	2	66	5	85	1
<b>Total</b>	<b>94</b>	<b>96</b>	<b>152</b>	<b>99</b>	<b>142</b>	<b>71</b>	<b>154</b>	<b>69</b>	<b>164</b>	<b>78</b>

### Trends in Number of Full-Time Faculty



### Trends in Number of Faculty in General



**Note.** Changes begun in the sphere of Human Resources resulted in the decrease of number of faculty in AY 2012–2013.

**Table 4.2 Distribution of Full-Time Faculty by Department**

Academic Department	Academic Status/ Number of people in full-time positions				
	Professor	Docent	Lecturer	Assistant	Total
Department of History	2	8	9	1	20
Department of Media	3	9	15	6	33
Department of Law	2	6	3	1	12
Department of Social and Political Science	4	3	9	0	16
Center for Business Education (MBA)	0	2	4	0	6
<b>Total</b>	<b>11</b>	<b>28</b>	<b>40</b>	<b>8</b>	<b>87</b>

**Note**

In the tables and charts above, the terms ‘number of full-time faculty and ‘number of all faculty were used as the number of faculty accepted as full-time and part-time faculty. From AY 2012–2013, EHU is implementing a new concept for counting faculty members. We are counting not people but the number of FTE’s (full-time equivalent positions) covered by full-time or part-time faculty. Therefore, in reports starting with AY 2013–2014, we will provide data and dynamics in faculty changes in FTE’s.

Comparison between numbers of people and FTE’s in the first semester of 2012–2013 is provided below in tables 4.3 and 4.4.

**Table 4.3 Comparison of Number of Faculty and FTE’s by Academic Status**

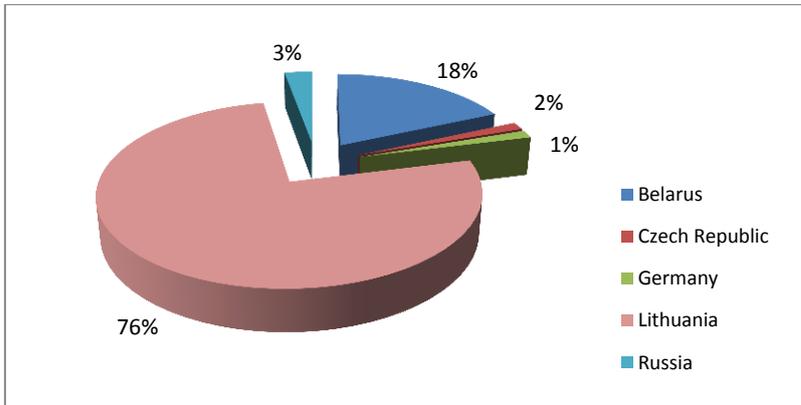
Academic Positions	All Faculty		Full-time Faculty	
	No of people	FTE	No of people	FTE
Professor	22	11.76	9.75	9.75
Docent [Associate Prof.]	61	32.44	25.57	25.57
Lecturer [Assistant Prof.]	81	46.84	39.69	39.69
Assistant [Lecturer]	26	9.88	6.92	6.92

**Table 4.4 Comparison of Number of Full-Time Faculty and FTE’s by Academic Department**

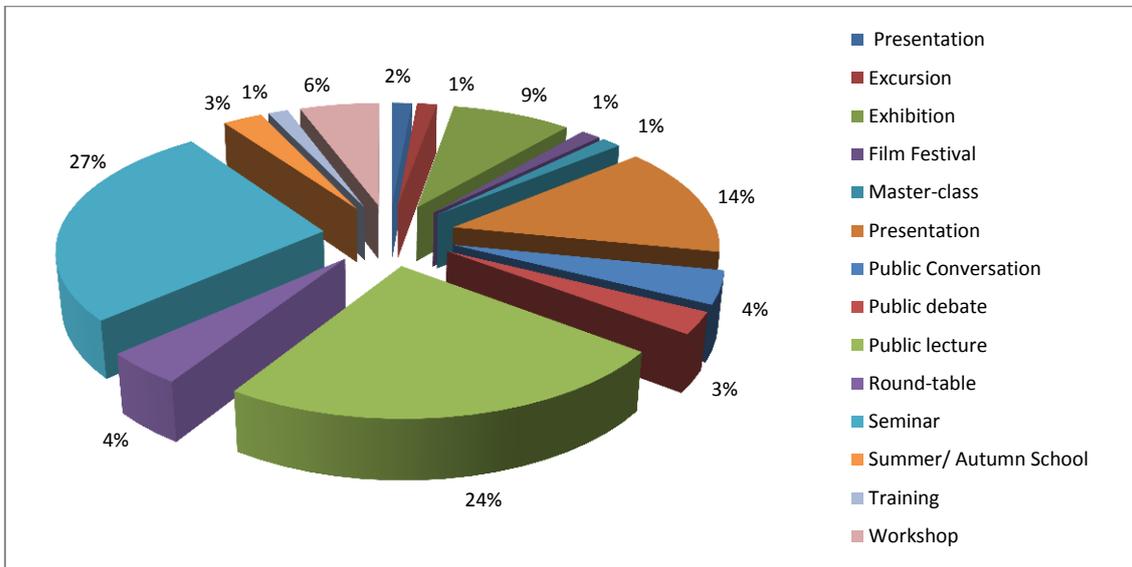
Academic Department	Professor		Docent		Lecturer		Assistant	
	Number of people	FTE	Number of people	FTE	Number of people	FTE	Number of people	FTE
Department of History	2	2.2	8	6.8	9	7.3	1	1.2
Department of Media	3	2.7	9	9.6	13	13.6	6	5.1
Department of Law	2	2.5	6	5.2	3	1.5	1	0.6
Department of Social and Political Science	4	2.3	3	2.4	8	5	0	0
<b>Total</b>	<b>11</b>	<b>9.7</b>	<b>26</b>	<b>24</b>	<b>33</b>	<b>27.4</b>	<b>8</b>	<b>6.9</b>

## 5. Research

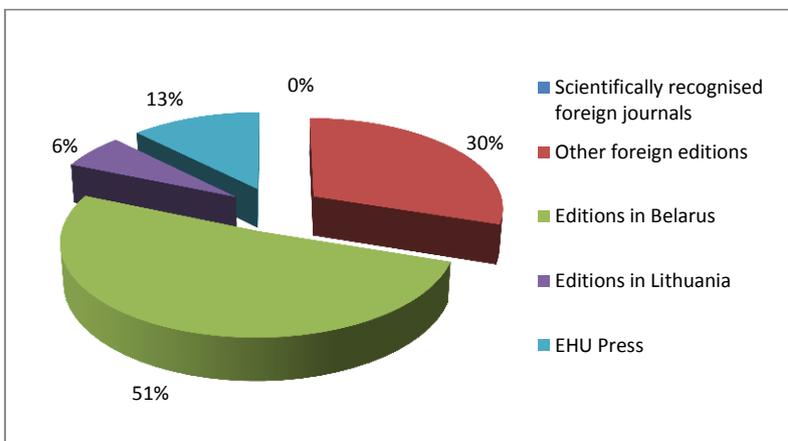
**Table 5.1 Research-Related Events by Location**



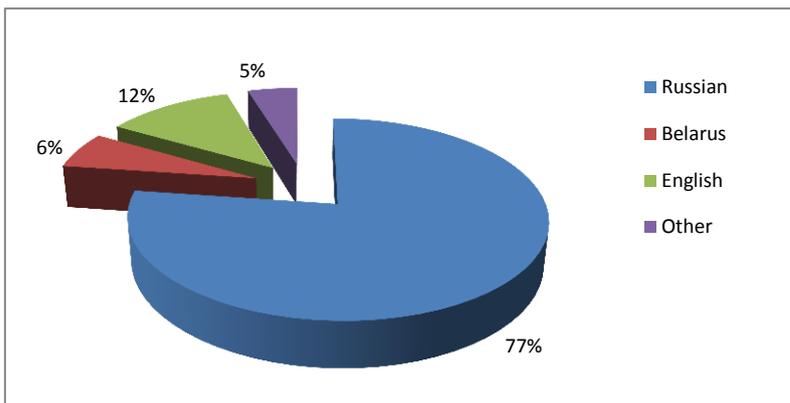
**Table 5.2 EHU Research-Related Events by Type**



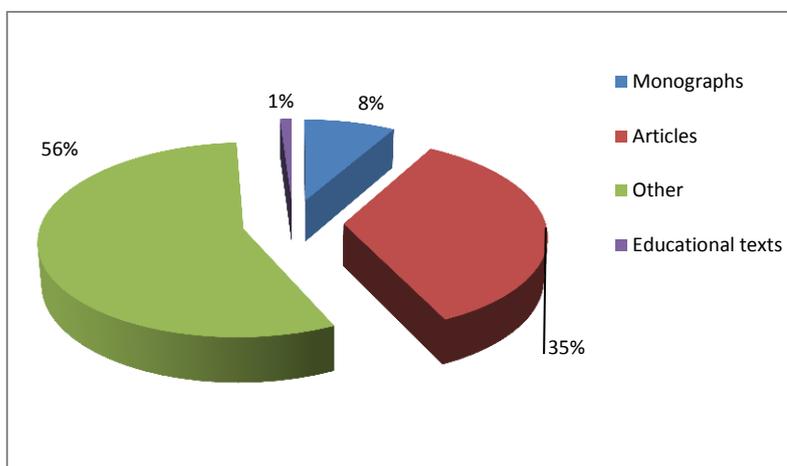
**Table 5.3 Publications by EHU Scholars by Country**



**Table 5.4 Research Publications by Language**

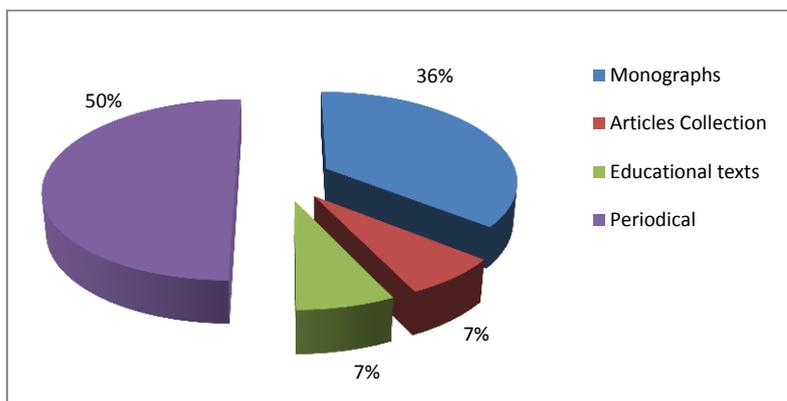


**Table 5.5 Research Publications by Type**

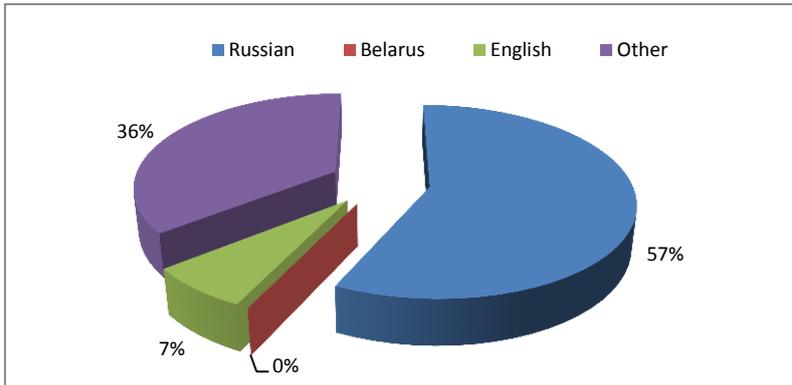


**Note.** Under ‘Other’ are shown academic reviews in the scientific, cultural and professional periodicals, publications of sources, scientifically commented translations, scientific dictionaries, reference books, encyclopedias, bibliographies, and also publications related with the popularization of the science: publications in the field of history of science and science policy, specialized information, expertizes, evaluations and comments (historical, philological, art, sociological), related with different regulations or their drafts, etc.

**Table 5.6 Distribution of Publications by EHU Press by Type**



**Table 5.7 Distribution of Publications by EHU Press by Language**



**Table 5.8 List of Research-Related Events**

Event	Type	Location
The exhibition “West of East” organized by the Contemporary Art Study Center at the EHU. Artists from Belgium, Sweden, Norway, Germany, and Belarus presented their views on Europe in six chapters. “West of East” is the second exhibition within the frame of the art project “Europe (to the power of) n, a transnational collaborative project. It involves partners from 11 countries.	Exhibition	Belarus
EHU hosted an exhibition of works by Berlin-based artist and designer Oksana Gourinovich. At the exhibition, entitled "Here and There," life trajectories of artists exiled from Minsk were analyzed.	Exhibition	Lithuania
EHU Center for German Studies, in partnership with EHU Laboratory of Critical Urbanism, EHU Center for Contemporary Art Studies, Lithuanian Institute of History, Institute of Humanities at Mykolas Romeris University, and the Architecture Foundation organized 17 weekly seminars: “Colloquium Vilnensis.” Colloquium Vilnensis is a new forum for collaborative interdisciplinary discussions on topics relevant to the past, present, and future of our region.	Seminar	Lithuania
Six Seminars of Center “Topos”: «Emotional self: new psychological discourses and practices of subjectivities»	Seminar	Belarus
Public Lecture by Prof. Dr. Oleg Manaev: “More State Than Nation: Lukashenko’s Belarus”	Public lecture	Lithuania
Public lecture: Prof. Dr. Paul Josephson on “Utopian Dreams, Political Uncertainties: Continuity and Change in Nuclear Power in the US and the Former Soviet Union”	Public lecture	Lithuania
Norwegian actress and film director Liv Ullmann shared her thoughts on the importance of freedom of speech at the EHU Public Conversation.	Public Conversation	Lithuania
Public lecture: “LLM Programs and Legal Education in the US” by Prof. Marian Dent, the Dean of the Pericles American Business and Legal Education (ABLE) Project ( <a href="http://www.pericles.ru">http://www.pericles.ru</a> )	Public lecture	Lithuania
EHU Public Conversation with American political analyst and Editor-in-Chief of Politix David Mark: “US Elections: Does Europe Still Matter?”	Public Conversation	Belarus
Discussion and screenings of films organized by the Center for Contemporary Art Studies at EHU: “After Effect” and “Reclaiming the City” at the National Gallery of Art	Presentation	Lithuania

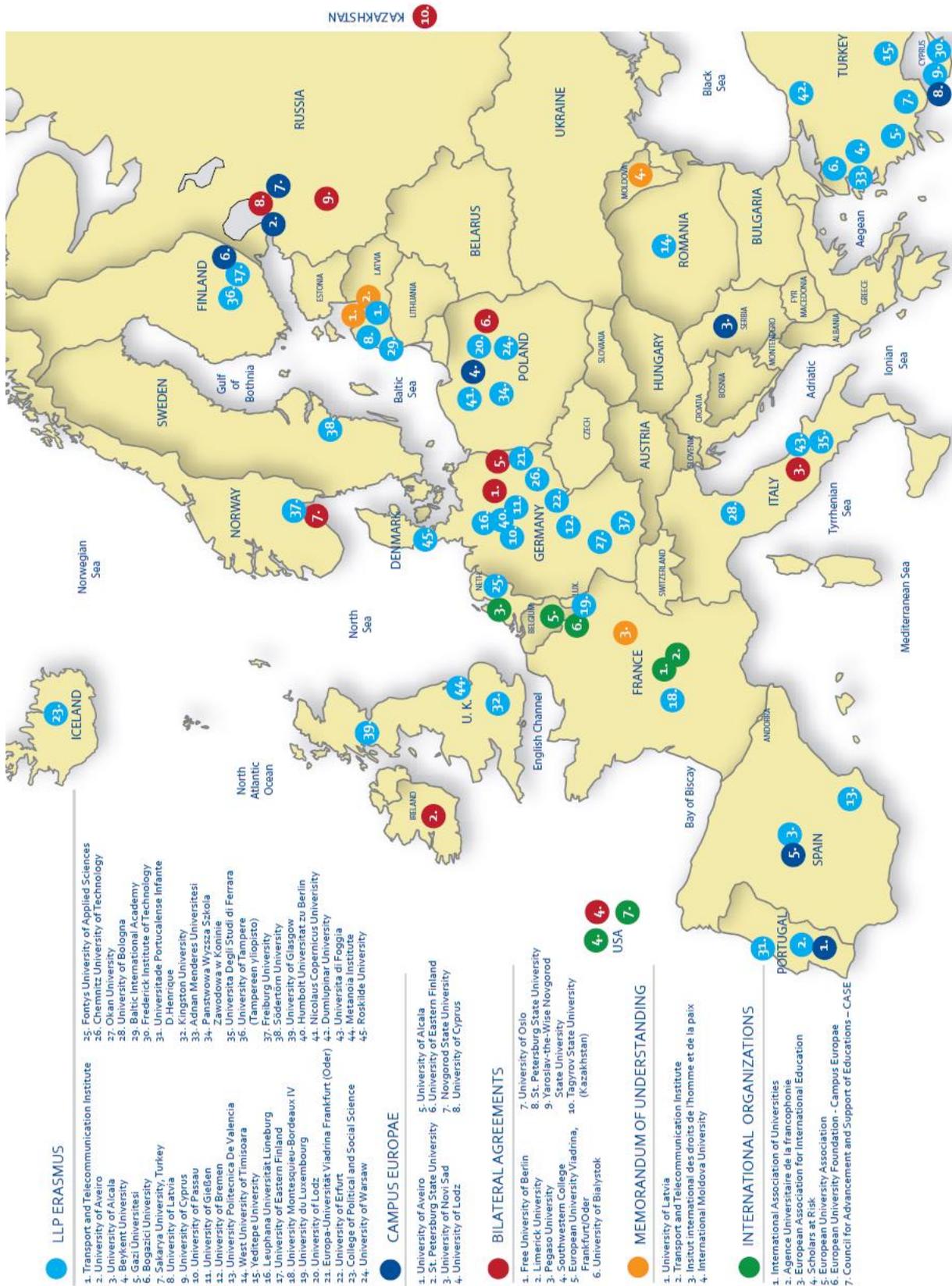
Event	Type	Location
Film presentation: Urban Transformations in Europe: Myth and reality of Berlin, EHU, German Study Center	Presentation	Lithuania
Public lecture by Almira Ousmanova: "Beyond Representation: The Revolution as Word, as Image, as Event" (project "Going Public," Gallery of Contemporary Art)	Public lecture	Germany
Public lecture: Elena Trubina, "Cities of Eastern Europe: Complexities of comparison"	Public lecture	Lithuania
Research Centers' Presentations for BA, Masters, and PHD students	Presentation	Lithuania
Public lecture: Uladislau Garbatski, "Feminization of Belarusian language"	Public lecture	Lithuania
"Belarusian Jewish Heritage in research, political and public debates" by Prof. Dzmitry Shavialiou	Public debate	Lithuania
"A. Mapu and A.M. Dik: On one technique in mid-nineteenth-century Jewish literature of Lithuania" by Alexandra Polyan, a research assistant at Moscow State University's Institute for Asian and African Studies and a Yiddish scholar	Seminar	Lithuania
Presentation of the film "Platje" (Dress) and resource poster "Genderny likbez"	Presentation	Lithuania
The exhibition: "Unknown Belarusian National Republic"	Exhibition	Czech Republic
Public lecture: Igor Chubarov, "Criticism of violence as a transcendental analysis of the conditions of its impossibility and inevitability: Benjamin-Sorel, Levinas, and Derrida"	Public lecture	Belarus
Round-table discussion of editors-in-chief of academic journals on Jewish Studies, EHU Jewish Studies Center	Round-table	Russia
CASE regional research seminar	Seminar	Lithuania
Presentation of the film "Platje" ("Dress") and resource poster "Genderny likbez"	Presentation	Belarus
"Artes Liberales" took place at Ÿ Gallery of Contemporary Art. "Artes Liberales" featured photo and art exhibitions, presentations of books, films, calligraphy works, video projects, animation films, and artwork by EHU students. A number of intellectually-stimulating discussions on contemporary education, art, and the humanities were organized	Exhibition	Belarus
Public Lecture: "Just Mapping" by Dr. Indrė Ruseckaitė and Dr. Aistė Galaunytė	Public lecture	Lithuania
EHU Public Conversation with Oscar©-winning Czech film director and screenwriter Jan Svěrák	Public Conversation	Lithuania
Workshop of visiting professor Ms. Marlin de Bresser from Fontys, Academy for Creative Industries, Netherlands	Workshop	Lithuania
Students' meeting: "Pages of Belarusian Heritage"	Workshop	Lithuania
Workshop on cartoon animation with Lithuanian and Belarusian directors	Workshop	Lithuania
Master-class of Lithuanian director Arturas Bukauskas	Master-class	Lithuania
Opening of art exhibition "Minsk, Vilnius, Minsk, Vilnius AGAIN"	Exhibition	Lithuania
EHU Book presentation by Andrei Gornyh "Media and Society"	Presentation	Lithuania
Book presentation "Radius Nulia. Ontologija Art-Nulevyh"	Presentation	Belarus
Public debate organized by the German Studies Center on the future role of German in Academia and Culture in Central and Eastern Europe	Public debate	Lithuania
International Research Seminar: "Contemporary trends in Jewish Studies"	Seminar	Lithuania
Seminar on Gender Interventions in political discourse (Gender care about Political Sphere (in Belarus))	Seminar	Lithuania
Public lecture by Mr. Stefan Eriksson and Prof. David Marples "Belarus in Europe: Identity, Society and Politics"	Public lecture	Lithuania

Event	Type	Location
Public Lectures by Dr. Isabella Konchak "Women in Islam"	Public lecture	Lithuania
EHU Center Topos international seminar devoted to the analysis and interpretation of "Zollikon Seminars"	Seminar	Lithuania
Workshop: "Speaking bodies. Practices of Observation"	Workshop	Lithuania
Exhibition of the ecological posters «33 iz bloka» (33 authors from 15 countries)	Seminar	Lithuania
Seminar Gender Interventions in political discourse (Marginal objects of political studies)	Seminar	Lithuania
Center for German Studies, together with Historical Department of Vilnius University, organized five "Colloquium Vilnense" interdisciplinary international seminars on issues of memory and heritage. European Memory: Remembrance beyond the nation?; Law and Memory in Central and Eastern Europe; Visual Memory: Reviewing Soviet films (in Russian); Contested Heritage: Museums as Spaces of Negotiation; Civil Society? Public Spaces of Memory	Seminar	Lithuania
Public Lecture conducted by representatives of Belarusian Youth Organization of Architectures) on problems of restoration and preservation of cultural heritage in Belarus	Public lecture	Lithuania
Seminar on Gender Interventions in political discourse (Production of homosexuality in Belarus: political strategies	Seminar	Lithuania
Public Lecture: Dr. Bernhard Wandenfels, "Phenomenology of Attention"	Public Lecture	Lithuania
Public lecture: Prime Minister of Czech Republic Petr Necas, "Value of Democratic Solidarity"	Public lecture	Lithuania
"Solino" - Deutscher Filmabend in Vilnius	Presentation	Lithuania
Round-table discussion with the editor-in-chief of "Bol'shoj" Viktor Rad'kov	Round-table	Lithuania
Round-table discussion: "Heritage of Lev Shestov" moderated by Dr. A. Mikhailov	Round-table	Lithuania
Excursion in "sleeping districts" of Vilnius: socialistic and modernist conceptions of living (1960–1990) organized by the EHU Laboratory of Critical Urbanism, LitPro	Excursion	Lithuania
Seminar "Post-soviet nations and gender order: contemporary challengers and new approaches to research"	Seminar	Russia
Public lecture: Dr. Peter van Mensch, professor of Art School I Amsterdam, Head of Department of Museum Studies in Vilnius University	Public lecture	Lithuania
Posters exhibition: "Meeting Lithuanian strangers explaining Belarus"	Exhibition	Lithuania
Training on Human Rights Defense: "Citizen and Legal Order"	Training	Lithuania
Public lecture: "Reports from 'hot spots': the journalist's work in extreme conditions" by Grigory Zikalov	Public lecture	Lithuania
Festival of Belarusian and Lithuanian No Budget Films "toKino" supported by the Ministry of Foreign Affairs of Lithuania, Belarusian House of Human Rights, and Belarus Watch. Partners of the festival are cinema center Skalvija and organization Meno Avilys	Film Festival	Lithuania
"Soul Kitchen": film presentation by the Center for German Studies	Presentation	Lithuania
Five seminars on Gender Issues: "Development of gender sensibility" in Belarusian regions through non-formal education" (Grodno, Vitebsk, Mogilev, Raubichi, Vileika)	Seminar	Belarus
EHU book presentation: Liudmila Uljashina, "International legal standards and their realization in Human Rights sphere"	Presentation	Lithuania

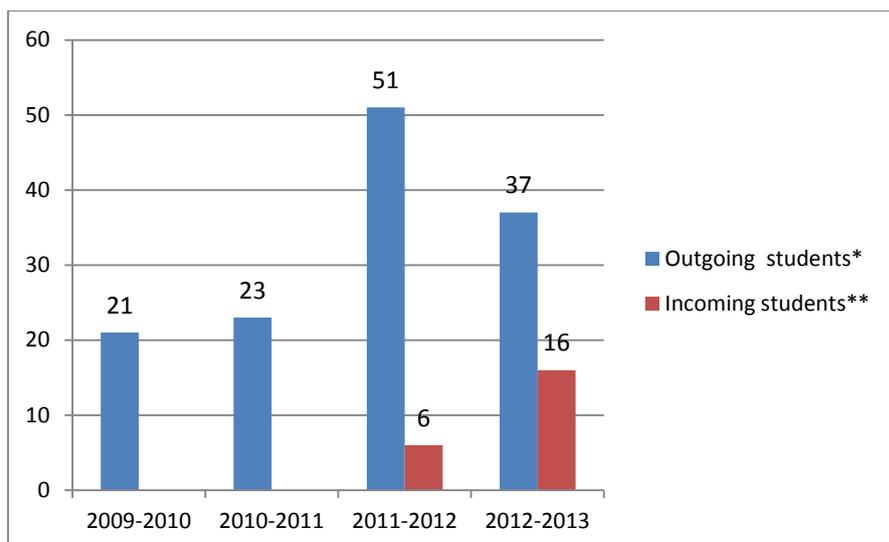
Event	Type	Location
Public lecture: Lolita Jablonskene, "How do we supervise the Museum? Experience of National Gallery of Art in Vilnius" organized by EHU center of Contemporary Art Studies with partners	Public lecture	Belarus
CASE regional research seminar	Seminar	Lithuania
LitPro Summer School "Outside the classroom: living gender discourses"	Summer/ Autumn School	Lithuania
Autumn School on Comparative Law (EHU together with MRU and DAAD)	Summer/ Autumn School	Lithuania
Public lecture: Prof. Timm Beichelt, European University Viadrina, Frankfurt (Oder): "A German Perspective: The Policy of the EU vis-à-vis its Eastern Partnership"	Public lecture	Lithuania
Joint international seminar of EHU and MRU "The Future of Intellectual Property Law in a Knowledge-Based Society: Baltic Perspectives"	Seminar	Lithuania

## 6. International Cooperation

Table 6.1 Partner Universities



**Table 6.2 Student Mobility**



\* Total number of students participating in Erasmus, Erasmus Mundus, Campus Europae, NordPlus, SIU (Norway) programs

\*\* Erasmus only

**Note**

Number of outgoing students in AY 2012–2013 fell compared with the previous year for several reasons.

1. After the change of rules in 2012, Lithuanian students are no longer eligible for Erasmus Mundus.
2. In AY 2012–2013, our students selected longer exchange periods (two instead of one semester); since the budget is fixed, a smaller number of students used a larger amount of mobility funding.

## 7. Alumni

**Table 7.1 General Alumni Statistics**

Alumni	BA	Masters	Total
Minsk period (1992–2004)	766	154	920
Vilnius period* (2005–2013)	776	369	1,145
<b>Total</b>	<b>1,542</b>	<b>523</b>	<b>2,065</b>

\*First Masters' graduation was in 2007, first BA graduation in 2009.

**Table 7.2 Alumni Events**

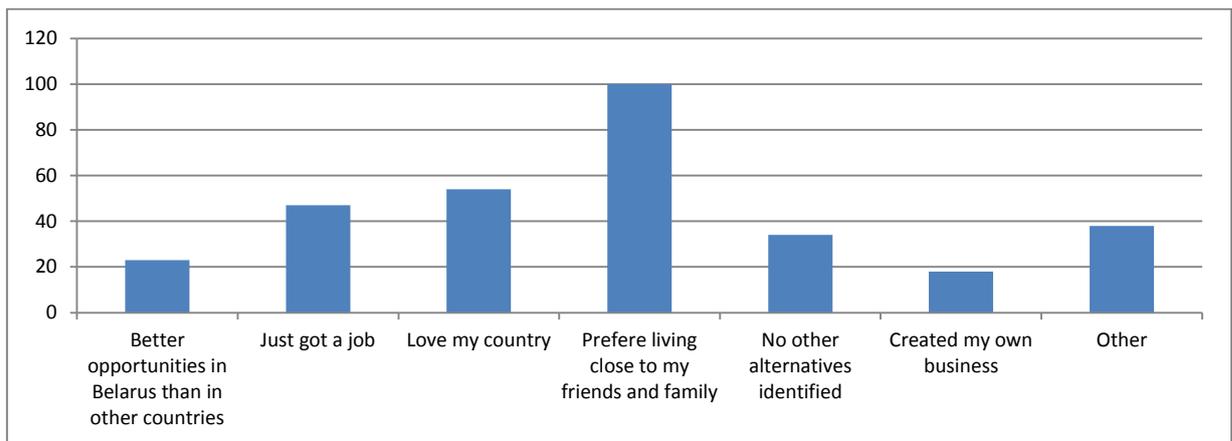
Event	Type of Event	Location
Alumni meeting in Minsk, Belarus	Reunion	Belarus
Meeting of Vitebsk alumni chapter	Meeting with presentations and participation of prospective students	Belarus
Alumni Homecoming	Reunion	Lithuania
Distinguished Alumni Awards Ceremony	Awards Ceremony	Lithuania
Seminar on registration of NGOs in Lithuania	Seminar	Lithuania
Seminar on residence permits in Lithuania with representative of the Migration Department and lawyers	Seminar	Lithuania
YaleGALE workshop	Seminar	Lithuania

**Table 7.3 Results of 2013 All-Alumni Survey**

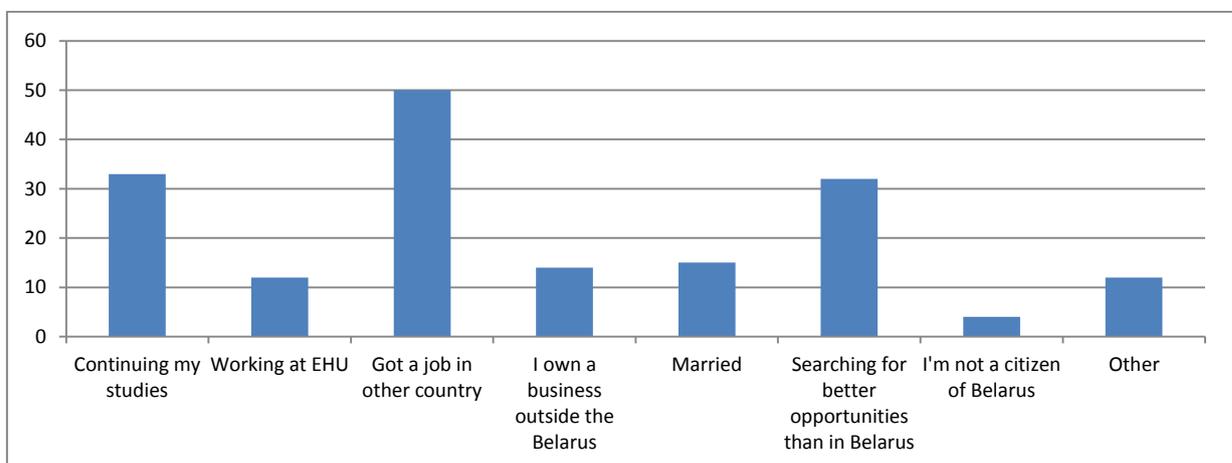
Question 1: You are currently working for...	Percentage	Number
A private company	50.4%	126
Belarusian state institution/organization	11.2%	28
State institution of another country	4.8%	12
Own business	18.8%	47
Nonprofit organization	21.6%	54
Independent media	6.8%	17
Question 2: Would you be willing to join a local EHU alumni club?	Percentage	Number
Yes	89.8%	237
No	10.2%	27

Question 3: How could EHU benefit you as an alum?		
Conferences or workshops on job-seeking skills	50.0%	134
Conferences or workshops with other alums in my profession	41.0%	110
Networking opportunities with alums	71.6%	192
Networking opportunities with non-alum experts and professionals	75.7%	203
Other responses	8%	21
Question 4: To what extent did your EHU education help prepare you for success in life?		
Very	50.7%	142
Somewhat	45.0%	126
Not very	2.9%	8
Not at all	1.4%	4

Question 5: Why have you decided to return to Belarus upon graduating from EHU?



Question 6: Why have you not returned to Belarus upon graduating from EHU?



## 8. Fundraising

**Table 8.1 Donations to EHU Trust Fund**

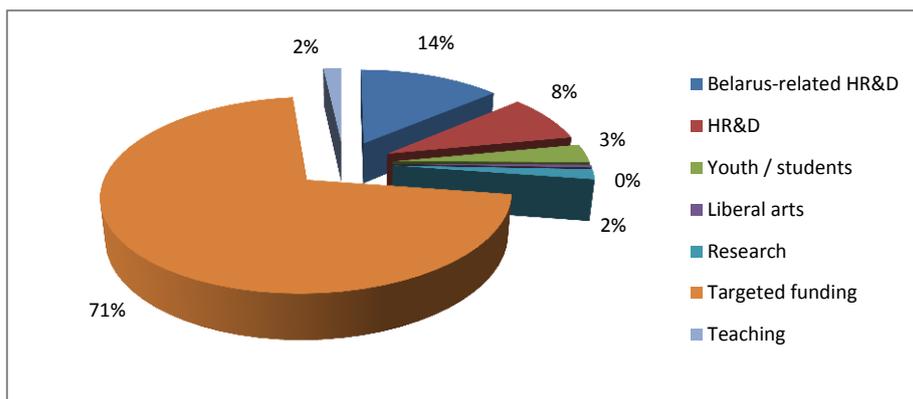
Donor	2008	2009	2010	2011	2012	2013	Total
European Commission	1,000,000 €	1,000,000 €	1,000,000 €	1,000,000 €	1,000,000 €	1,000,000 €	6,000,000 €
Nordic Council of Ministers	530,000 €	422,000 €	521,000 €	548,316 €	547,746 €	535,371 €	3,104,433 €
Czech Republic	200,000 €	10,000 €		10,098 €	9,759 €	9,100 €	238,957 €
Denmark	75,000 €	75,000 €	75,000 €	75,000 €		100,000 €	400,000 €
Estonia	29,000 €	13,000 €	13,000 €	12,782 €	12,780 €	15,000 €	95,562 €
Finland		150,000 €	150,000 €	150,000 €	150,000 €	150,000 €	750,000 €
France	30,000 €	20,000 €	20,000 €	20,000 €			90,000 €
Greece	100,000 €						100,000 €
Hungary	50,000 €			40,000 €	21,355 €		111,355 €
Ireland	50,000 €						50,000 €
Lithuania		230,000 €	200,000 €	200,000 €	200,000 €	200,000 €	1,030,000 €
MacArthur Foundation		205,000 €	150,302 €	76,394 €		386,600 €	818,296 €
Norway	120,000 €	120,000 €	120,000 €	650,558 €	620,015 €	671,906 €	2,302,479 €
Poland	50,000 €		50,000 €	230,033 €	118,914 €	114,509 €	563,456 €
Spain	50,000 €						50,000 €
Sweden	200,000 €	200,000 €	218,278 €	221,124 €	1,389,254 €	230,825 €	2,459,481 €
United Kingdom				115,000 €			115,000 €
United States		350,000 €	384,000 €	195,184 €	157,048 €	252,648 €	1,338,880 €
<b>Total</b>	<b>2,484,000 €</b>	<b>2,795,000 €</b>	<b>2,901,580 €</b>	<b>3,544,489 €</b>	<b>4,226,871 €</b>	<b>3,665,959 €</b>	<b>19,617,899 €</b>

**Table 8.2 Grants to EHU**

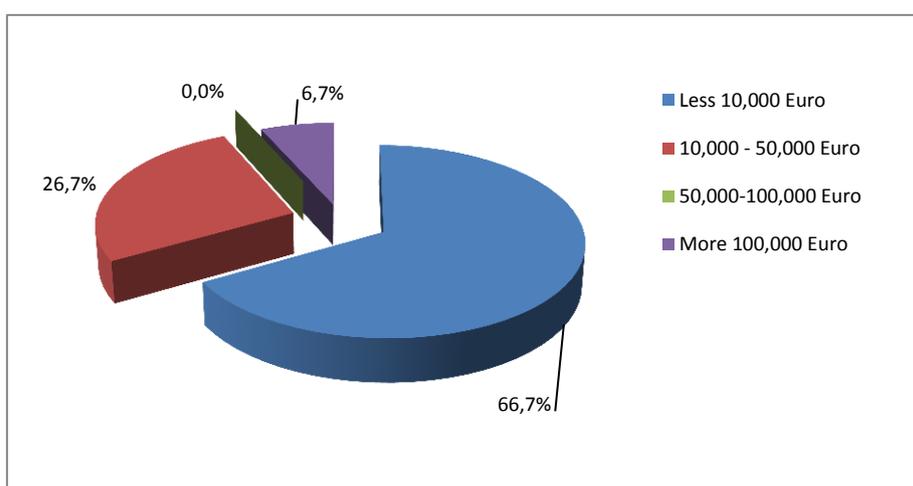
Donor	Supported project	Value Awarded*	For use in academic year 2012-2013	For use in academic years starting from 2013-2014
Lithuanian Ministry of Education	Support for Faculty from Abroad	€ 434	€ 434	
National Democratic Institute	Video Town Hall: Belarus Politicians	€ 5,460	€ 5,460	
DAAD (Deutscher Akademischer Austauschdienst)	Visiting Associate Professorship at the German Studies Center	€ 118,800	€ 29,700	€ 89,100
DAAD (Deutscher Akademischer Austauschdienst)	Seminar in Germany	€ 5,000	€ 5,000	
American Councils for International Education	Educational Advising in Eurasia and Central Asia	€ 17,311	€ 17,311	
Lithuanian Ministry of Foreign Affairs	Networks for Europe: Students and Alumni Shaping the Future of Eastern Europe	€ 4,058	€ 4,058	
DAAD (Deutscher Akademischer Austauschdienst)	German and European Studies	€ 8,950	€ 8,950	
Nordic Council of Ministers	BelsatTV and EHU cooperation	€ 12,500	€ 12,500	
Nordic Council of Ministers	ePramova Online Discussion Platform	€ 48,725		€ 48,725
Norwegian Ministry of Foreign Affairs	International Law in Advocacy. Electronic Human Rights Education for Lawyers (addition)	€ 3,208	€ 3,208	
German Embassy	Agora Baltica: The Future of the Humanities Seminars	€ 315		€ 315
Council of Europe	Journal of Constitutionalism and Human Rights	€ 7,999	€ 3,999	€ 4,000
Norwegian Ministry of Foreign Affairs	Election Observation: Theory and Practice (second of two-year period)	€ 16,718	€ 4,180	€ 12,539
Council of Europe	Council of Europe Election Observation Conference	€ 31,390		€ 31,390
Lithuanian Ministry of Finance	Education Accessibility for Disabled Students	€ 5,986	€ 1,995	€ 1,995
Open Society Foundations	Support for the Advancement of Higher Education and Research in Belarus for 2012	€ 343,750	€ 343,750	
German Marshall Fund	Liberal Arts Open Seminar in Minsk	€ 2,500	€ 2,500	
International Association of Universities	Rethinking: What possibilities and challenges does European Integration bring to post-Soviet Universities	€ 8,690	€ 4,345	€ 4,345
Carnegie Foundation	CASE	€ 102,960	€ 51,480	€ 51,480
<b>Total</b>		<b>€ 744,754</b>	<b>€ 498,871</b>	<b>€ 243,888</b>

\* Includes grants awarded before the reporting period for use during that reporting period and later.

## Grants by Sphere



## Grants by Size



**Table 8.3 Donations and Other Support**

Type of Donation	Donor	AY2012-2013
Donation of University Campus*	Lithuanian Government	€ 325,023
Donations for Events	Various	€ 60,731
Student Scholarships	Various	€ 15,907
Support for Individual Faculty	Lithuanian Government	€ 76,446
Mobility Programs	Lithuanian Government and European Commission	€ 110,243
<b>Total</b>		<b>€ 588,350</b>

\* included in budget

**Note.** Largest single in-kind donation is provided by the Lithuanian Government

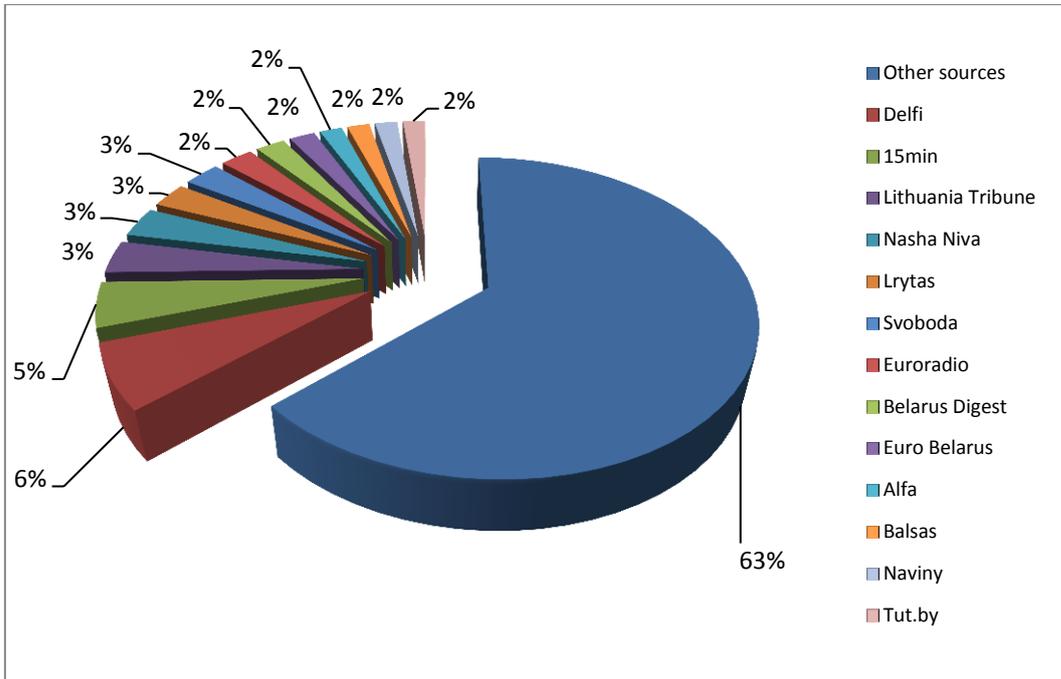
**Table 8.4 List of Scholarships**

No.	Name	Donor	Scholarship payment	Amount in 2012-2013, EUR	Number of recipients	Eligibility
1	EHU Alumni Scholarship	EHU Alumni	One year	€ 933	1	Open to all students
2	RCDS Scholarship	RCDS (Ring Christlich-Demokratischer Studenten)	One year*	€ 2,000	1	Citizens and permanent residents of Belarus
3	Friends of EHU Scholarship	Friends of EHU (EHU support group)	One year	€ 2,000	1	Citizens and permanent residents of Belarus
4	Emergency Stipend	EHU TF Emergency fund	One year	€ 600	2	For those students who experienced persecution from Belarus authorities
5	Emergency Stipend	EHU TF Emergency fund	One year	€ 2,360	1	For those students who experienced persecution from Belarus authorities
6	EHU Trust Fund Scholarships	EHU Trust Fund	One year	€ 2,000	56	Citizens and permanent residents of Belarus
7	Valery Lobko Scholarship	EHU Trust Fund	One year	€ 2,000	1	Citizens and permanent residents of Belarus
8	Vladimir Furs Scholarship for Resident	EHU Trust Fund	One year	€ 2,000	2	One for citizens and permanent residents of Belarus, and another for non-residents
9	Strelcov Scholarship	Individual (Vladimir Neklyajev)	One year	€ 780	1	Open to all students
10	Lithuanian Student Scholarship	LT Government	One year	€ 1,128	3	Lithuanian citizens
11	Scholarship for Students from Lithuanian Diaspora and of Lithuanian Origin	LT State Fund of Studies	1 semester	€ 678	2	Children of Lithuanian emigrants and people of Lithuanian descent

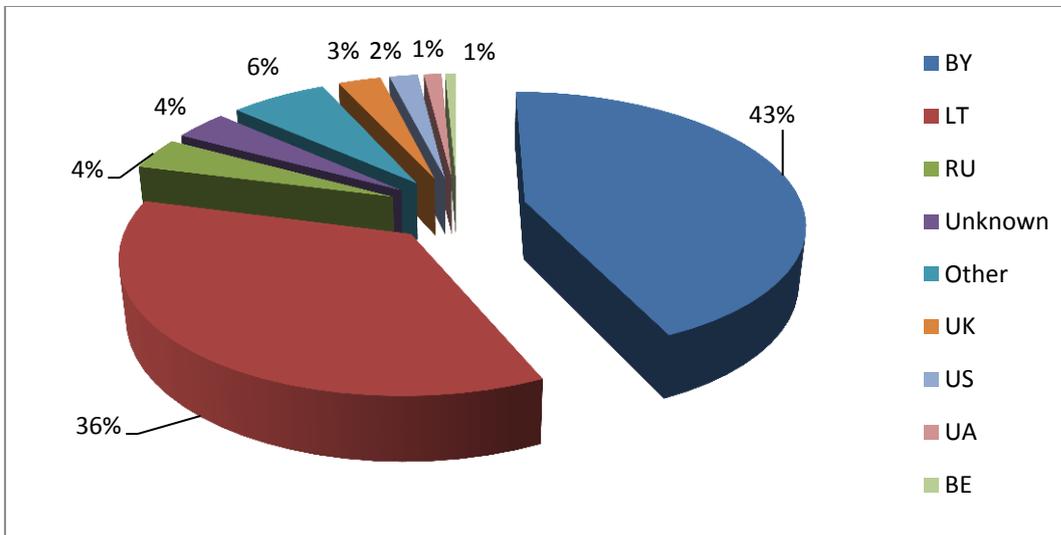
\* Starts AY 2013–2014

## 9. Visibility

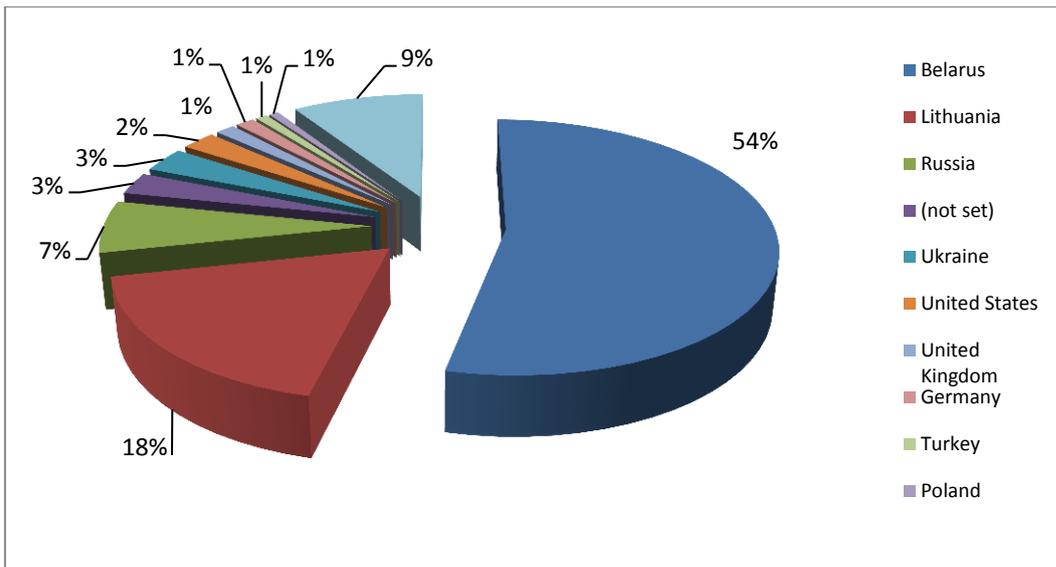
**Table 9.1 Media Coverage by Channel**



**Table 9.2 Media Coverage by Country**



**Table 9.3 Percentage of Website Users by Country**



## 10. Key Performance Indicators

No	KPI	Measure	Description	Value achieved in AY2012-2013
1	Dropout rate	%	Percentage of dropout rate in total student body	31.9%
2	Average Student Academic Rating	Number	EHU internal average academic students' rating	6.6
3	Student-teacher ratio	Number	Number of students to one teacher	10.4
4	Level of full-time faculty quality	%	Share of full-time faculty holding PhD	46.9%
5	Level of all faculty quality	%	Share of all faculty holding PhD	46.2%
6	Research productivity ratio	Number	Number of score points* per researcher	74.5
7	Level of publications quality	Number	Number of pages of publications in internationally recognized editions per researcher	0.3
8	Level of student satisfaction	%	Percentage of students satisfied with EHU performance (positive reply)	89.0%
9	Premises per student ratio	Number	Premises space per student (sq. m)	2.2
10	Student-coordinator ratio	Number	Number of students to one academic coordinator	22.0
11	Graduates' unemployment level	%	Percentage of graduates unemployed **	3.7%
12	Level of availability of IT places in library	Number	Number of IT places in library per student	0.005
13	Level of availability of reading places in library	Number	Number of working places in library per student	0.015
14	IT resources renewal ratio	Value	IT renewal expenses per student, Euro	68
15	Level of outgoing faculty mobility	%	Share of EHU faculty teaching in foreign universities***	0.0%
16	Level of outgoing students mobility	%	Share of EHU high residence students participating in students' mobility programs	4.8%
17	Level of incoming students mobility	%	Share of foreign students participating in students' mobility programs and studying at EHU	2.3%
18	Share of Belarusian students	%	Percentage of Belarusians in student body	94.7%
19	Share of disciplines in foreign languages	%	Percentage of disciplines in foreign languages taught at EHU	13.2%
20	Share of workload of visiting faculty	%	Workload of visiting faculty as a percentage of total workload of EHU faculty	8.3%
21	Share of tuition fees in budget	%	Tuition fees as a percentage of budget	27%
22	Level of international	%	Share of international students in all	3%

No	KPI	Measure	Description	Value achieved in AY2012-2013
	students' contribution		tuition fees collected	
23	Growth of alumni donations	%	Comparison of amount of alumni donation with the previous year (growth or decrease)	-32%
24	Share of project-generated income	%	Share of project-generated income in EHU budget	6.6%
25	Budget per student	Value	Budget per student, Euro	4.362
26	Office admin-students ratio	%	Office administration compared to students' body	3.6%
27	Administrator-teacher ratio	%	Office administration compared to faculty body	39.5%
28	Level of workload of full-time faculty	%	Workload of full-time faculty compared to all faculty workload	82.4%
29	Competition rate	Number	Number of applications to one available place	0.7
30	Admission quality	Number	Average rating of admitted students	8.4
31	Admission rate	%	Level of fulfilling admission plans	56.2%
32	Cost of admission	Value	Recruitment expenses to one admitted student, Euro	85.6

\* Based on researchers' evaluation system implemented in 2013

\*\* Those who replied to survey

\*\*\* Excluding Belarusian and Lithuanian universities

## 11. Student Activities

Event	Location (country)
EHU's Student Union elected new council members, vice-president, and president	Lithuania
Orientation week for first-year students	Lithuania
Quiz: "Pages of Belarusian heritage"	Lithuania
Cultural and educational project: "Discover Vilnius!" for high school pupils (9-11 grades) in collaboration with Lithuanian StudAlliance	Lithuania
"Belarus – Lithuania: Youth dialog and development" (in collaboration with Lithuanian StudAlliance)	Lithuania
"The Mysteries of Belarusian Vilnius" game; participation in the movie festival "Nepatogus kinas"; "Student life" photo exhibition (in collaboration with Lithuanian StudAlliance)	Lithuania
"EHU Times" – students' electronic newspaper <a href="http://ehutimes.wordpress.com">http://ehutimes.wordpress.com</a>	Lithuania
EHU Student Union participation in different events in Lithuania	Lithuania
Business simulations: "Business eHuman"	Lithuania
Social project: "Santa is coming to town" together with Students Union and LitPro	Lithuania
Cultural project: "Made in the USSR"	Lithuania
Photo project: "Photo Alchemy" in memory of V. Lobko	Lithuania
Cultural project: "Guest of the Month"	Lithuania
Book presentation by Vladimir Kozlov for EHU students	Lithuania
Polina Respublica concert (in collaboration with "StudAlliance")	Lithuania
Project: "Charity"	Lithuania
Exhibition and educational project: ARTES LIBERALES	Belarus
Publication of the students photo magazine <i>Volume</i>	Lithuania
International student conference "Europe 2013: Humanities Between Past and Future"	Lithuania
Project: "Belarusian Week" (in collaboration with "StudAlliance")	Lithuania
Concert: "Feel Free" (in collaboration with "StudAlliance")	Lithuania
Ecological poster exhibition: "33 из блока" ("33 from the Block")	Lithuania
Lecture of youth NGO "Belarusian association of students of architecture" (БАСА)	Lithuania
"Green Week" at EHU	Lithuania
Series of lectures: 'Reporting from "combat zones": A Journalist's Work in Extreme ConditionS'	Lithuania
Summer school "StudAlliance Media Camp"	Lithuania
Youth business and career project at EHU	Lithuania
Workshop "Protect yourself from Belarusian law enforcement and KGB" - 2 times a year	Lithuania
Moot Court Competition: a team of EHU students participated an international competition in the US	USA
Project "Election Observation: Theory and Practice" - students as a team members participated in elections observation in Czech Republic and Montenegro	Czech Republic, Montenegro
Students research projects' competitions (twice a year)	Lithuania

Student surveys – three times a year	Lithuania, Belarus (online)
Student initiation, Halloween celebration, Medium party, Christmas party, picnics, sport competitions, Easter party, Graduation	Lithuania
Alumni meeting, homecoming alumni event in collaboration with the Department of Development and Communication	Belarus, Lithuania

## 12. Recruitment Activities

Event	Type of event	Location
1. Dissemination of leaflets at schools in Belarus (during the study year)	Presentation	Minsk, Hrodna, Homel, Brest
2. Open Doors Days: "University vacation"	Open Doors Days	Vilnius
3. Intellectual Marathon 2013	Competition	Minsk, Vilnius
4. Presentation of EHU at the "Propilei" educational center	Presentation	Minsk
5. Artes Liberales	Cultural project	Minsk
6. Presentation of EHU in Vitebsk	Presentation	Vitebsk
7. Concert of the Belarusian band "Lyapis Trubeckoi"	Cultural event	Vilnius
8. Participation in the educational fair in Vilnius	Presentation	Vilnius
9. Presentations at schools in Kaliningrad	Presentation	Kaliningrad
10. Student conference "Europe-2013"	Scientific event	Vilnius