



European Humanities  
University

# ANNUAL REPORT

OCTOBER 1, 2014 TO SEPTEMBER 30, 2015

## EUROPEAN HUMANITIES UNIVERSITY

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 (from May, 2015)

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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

### 2014-2015: Complexity within Continuity

The life of a university is not an aggregation of photographic snap-shots, but rather the unbroken continuum of a film. It is an artificial construction to treat any single year in isolation from those years that came before or those that inevitably will follow. This is particularly true given the complexity of the European Humanities University.

Academic year 2014-15 can be characterized by the implementation and continuation of strong initiatives on the part of EHU's Board of Governors based upon the previous year's priorities, which included the approval of new University Statutes, a newly adopted shared-governance system, and a major restructuring of staff in accord with Lithuanian labor law. Following on communications with the European Commission and the Nordic Council of Ministers, the Board identified *three major challenges* which must be addressed in 2014-15 and logically followed the efforts of 2013-14. They were: 1) involving faculty, administrative staff, students and donors in the formulation of EHU's future strategy; 2) planning toward building a financially sustainable institution; and 3) meeting the external accrediting requirements. Further complicating this agenda, these *challenges* were determined in the midst of conducting an international search for the University's next Rector. As such, they collectively became the essence of the Board's *Charge to the Rector* and were set as the conditions for the selection and conclusion of the Rector's Search in April, 2015. But as is often said, *Life is what happens while making plans*. This year's Annual Report chronicles very well all that was contained in this dynamic and complex period.

Most importantly, the conclusion of the Rector's search freed the University community to begin planning in earnest. This resulted in two major initiatives. First was the immediate establishment of a university-wide Strategic Planning Committee, with a target date of Spring 2016 for the completion of a plan that would address EHU's long-term financial sustainability. Second was the creation of a university-wide Core Curriculum Revision Committee to design a common curricular core that embodied the essential values of an EHU degree for all undergraduate students. Both of these initiatives were identified as critical to EHU's future and identity.

These are just two of the most important initiatives that characterized academic year 2014-15. They took place within an environment where faculty and students continued to ask the questions central to EHU's mission and the future of Belarus. It would be difficult to find a time in EHU's history and the modern history of Eastern Europe when these questions were relevant or more in need of responsible and thoughtful responses. As *life* throughout Europe continues to *happen*, EHU's importance becomes ever more necessary and precisely to the point:

*"Who will be the leaders within Eastern Europe in the future – and what will they believe?"*

**Prof. Dr. G. David Pollick**

**Rector**

**European Humanities University**

## INTRODUCTION

The European Humanities University is a private institution of higher education operating in the European Union for Belarus on the basis of principles of institutional autonomy and standards of the European Higher Education Area. Since its founding in Minsk in 1992, the European Humanities University has remained committed to maintaining international standards in higher education and providing academic freedom throughout Belarus. As it is defined in the newly wording of its mission, EHU uses its potential for the development of a European intellectual space without borders, the return of knowledge to Belarus, the establishment of innovative social partnerships, the development of civic education, and the broadening of human rights and potential through freedom of speech, thought, and research.

An education at EHU does more than immerse students in a range of subjects and disciplines. It promotes a transdisciplinary approach as well as the critical thinking skills that empower them to develop innovative solutions, ideas, and enterprises. At EHU students study art, business, communication, critical urban studies, cultural heritage, visual and cultural studies, design, gender studies, law, languages, philosophy, politics, psychology, public policy, sociology—all by combining theory and practice through interactive, hands-on learning opportunities.

For students and scholars from Belarus, EHU is a haven of academic freedom; it is 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, the EHU Press, and other forms of outreach.

EHU participation in such mobility programs as Erasmus+, Campus Europae, and EHU students’ right to travel freely within the European Union’s visa-free Schengen Area help to acquaint them with the rest of Europe and with the advantages of European integration. EHU faculty are leaders and partners in academic projects that promote international and interdisciplinary research and teaching and EHU Alumni Association offers ways for alumni to benefit from staying in touch with each other and their *alma mater*. Most EHU alumni live and work 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 Academic Year (AY) 2014–2015.

## GOVERNANCE

The University started the Academic Year 2014–2015 – its ninth year in exile from Belarus – with a number of changes effected by the revision of its Statutes during the previous reporting period and a recently concluded reorganization that resulted in a faculty comprised of 87 core and 90 visiting/adjunct employees. The reorganization brought faculty hiring process and personnel policies into alignment with the norms and laws of Lithuania.

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

- The position of President was established and Founding Rector Professor Anatoli Mikhailov became the first President of EHU.
- Professor G. David Pollick was appointed Acting Rector as of 1 October 2014 and managed the University while an open competition for the position of Rector was being conducted and completed on April 3, 2015, when the EHU General Assembly of Part Owners appointed Professor G. David Pollick the EHU Rector.
- Senate comprised of all faculty employed by the University for at least 27 hours per week and five student representatives.
- University Council comprised of the Rector, Vice-Rectors, Heads of Departments, and Chief Financial Officer was established to work on strategic issues including the budget, overall strategic plan, quality review, study programs and other issues.

Thus, in the Academic Year 2014–2015 the EHU Governance bodies had the following structure.

The managing bodies of the University are the **General Assembly of the Part Owners**, the collegial management body **Governing Board**, the collegial advisory body **University Council**, the academic self-governance body **Senate**, a single person advisory body **President** and a single person management body **Rector**.

The European Humanities University has been led by Rector Anatoli Mikhailov since its founding in Minsk in 1992. An internationally respected scholar of German philosophy, Professor Mikhailov sought to create an alternative to the system of education that Belarus had inherited from the Soviet Union. Inspired by the model of the Western humanities/liberal arts university, Professor Mikhailov and a group of like-minded colleagues founded EHU. When the Belarusian government closed the University in 2004, Professor Mikhailov went into exile and has not returned to Belarus since. Following EHU relocation to Vilnius, Professor Mikhailov was reappointed to the position of Rector by the University General Assembly of Part Owners on the recommendation of EHU international Governing Board.

Before the beginning of the Academic Year 2014–2015 the University General Assembly of Part Owners, on the recommendation of the Governing Board, elevated Founding Rector, Professor Anatoli Mikhailov to the new position of **President** of the University with the intention of providing greater possibilities to expand and strengthen EHU external relationships, both educationally and financially. Appreciating the President's unique status as the Founding Rector and extensive experience throughout the Western world, the Board recognized that the creation of such a position, working in conjunction with a

University Rector, addressed hitherto unaddressed opportunities to increase political and financial support for EHU's mission. A search by the Governing Board for the new Rector started in October, 2014 and finished in April 2015, when the EHU General Assembly of Part Owners appointed Professor G. David Pollick the EHU Rector. His administrative assistance and expertise as a consultant during the previous year had been critical to the faculty reorganization process as well as the revision of the University Statutes. For more details about the procedure of the selection of the Rector, see Table 6.3. "The EHU Rectors Search" in the List of Tables.

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

**EHU Governing Board** is composed of experienced educators and policymakers responsible for the strategic direction, finances, and effective functioning of the University. In the Academic Year 2014–2015 the Governing Board has included in its membership new persons: Artiom Anisimov (Belarus-USA), Alumni of EHU; Darius Staliūnas (Lithuania), Lithuanian Institute of History; Petras Auštrevičius (Lithuania), Lithuanian Member of the European Parliament; Prof. Dr. Ludger Kuenhardt (Germany), Center for European Integration Studies (ZEI) at the University of Bonn. Also, the Governing Board included members whose membership is determined by their status in EHU: Prof. David Pollick (USA), the EHU Rector, Prof. Ryhor Miniiankou (Belarus), Chair of the Senate of the EHU (included in April 2015 and will be the Governing Board member as long as he is the Chair of the Senate but no longer than for remaining period of the current term of office of the Governing Board, i.e. 18.09.2017). Such an extension of Governing Board gives new impetus to its activities and contributes to its further rapprochement with the faculty, staff and students of EHU.

In the Academic Year 2014–2015 the EHU **Rector** was assisted by a **Rectorate** comprised of three Vice-Rectors who led the multinational faculty and staff.

Academic staff and students' representatives form EHU **Senate**, a self-governing body whose duty is to ensure the quality of education and research and that is responsible for academic planning and programs. Critical to the EHU transformations was the creation EHU Senate as an "Oxbridge"-style shared-governance structure that significantly increased democratic faculty and student participation in the decision-making processes of the University. With a new internal faculty committee structure and a newly created joint administration-faculty entity - the **University Council**, the values that were originally ingrained in EHU's founding were strengthened and reinforced.

As for the **Senate** was composed from all University faculty working at the University under employment contracts of at least 27 hours per week, it comprised 50 Senate members, a Vice-Rector on Academic Affairs (*ex officio*) and 5 students' representatives.

The Senate created 4 Senate Committees:

- Academic Policies and Standards Committee (head - Assoc. Prof. Maxim Timofeev).
- Curriculum Committee (head – Prof. Aliaksandr Puptsau).
- Faculty Development and Research Committee (head – Assoc. Prof. Galina Orlova).
- Academic Planning and Admissions Committee (head – lecturer Tatsiana Chulitskaya).

The work of the Senate was conducted in accordance with the approved plan. During the reporting period there were 11 meetings of the Senate, at which there were considered more than 60 agenda issues. Materials for consideration by the Senate were prepared by the Senate's Committees, which met monthly. The Rector informed periodically the EHU faculty about the situation of the University during the Senate's meetings. In general, the Senate worked closely with the leadership of the University, the University Council, as well as the Governing Board.

During the reporting period the Senate within its authority approved over 20 different normative documents. Among them:

- Rules of procedure of the Senate.
- Rules of admission to EHU educational programs.
- EHU Academic Ethics Code.

Regulations:

- On the individual preparation of written and creative works at EHU.
- On the EHU admission committee.
- On the order of development and approval of BA and MA programs.
- On the Procedure of the EHU Commission for Academic Ethics.
- On the register of students of EHU.
- On the organization of teaching and learning process at EHU.

The Senate discussed a number of key aspects of the life of the University. Among these issues there are strategic and tactical decisions:

- On the strategy of the recruiting campaign.
- On preparations for the accreditation of educational programs.
- On the students and faculty handbooks.
- On the strategy and regulation of research at EHU.
- On the effectiveness of the EHU support of students and interaction between the student representative and the Senate.
- On amendments to the curricula.
- On the results of the defending of bachelor's and master's works.

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

EHU Governance structure is described in detail in the University Statutes. The Statutes and other key documents are available online on the University website, <http://www.ehu.lt/en/about/key-documents>.

These changes are already bringing benefits to the University in the form of a more stable academic *collegium* that is more physically present in Vilnius; a Senate that functions more effectively, collaboratively, and efficiently; and a University Council that provides a new forum for discussions and decisions on administrative issues.

The search for a new Rector and the public debates surrounding it, while at times heated, proved an opportunity for both the EHU community and the public to reflect critically on EHU's overall direction, the continued relevance of its mission, and its governance. Every step taken by the Governing Board and

the Search Committee was closely scrutinized by members of the academic community, donors and other stakeholders, Belarusian society, and the media, all of whom took great interest in the process and potential outcome of the first such leadership change the University had ever undertaken. Particularly noteworthy was the support and guidance of the Lithuanian Ministry of Foreign Affairs, which moderated important discussions among key stakeholders, EHU administrators, and trustees on some of the issues surrounding the search.

Together with the search for a new Rector and the public debates surrounding it, during the reporting period EHU's official Lithuanian accreditation process began. Accreditation and re-accreditation are standard and obligatory for all higher education institutions that conduct educational and research activities in Lithuania.

In April 2014, an EHU self-evaluation group was formed to prepare a self-evaluation report for the accreditation. The report was submitted to SKVC on July 1, 2014, to be followed by an evaluation to be conducted by an external evaluation team visiting EHU at the beginning of the AY 2014–2015. The evaluation was conducted by Lithuanian Centre for Quality Assessment in Higher Education (SKVC). EHU was visited by an international evaluation team in October, 2014 and an Institutional Review Report was provided in January, 2015. According to Lithuanian standards and methodology of evaluation, EHU was reaccredited for the next three years. EHU received positive evaluations in the following four out of five areas of assessment: academic studies and lifelong learning, research and art activities, impact on regional and national development, and learning resources and infrastructure. Due to deficiencies identified in one area of assessment—strategic management—accreditation was granted for three years rather than the standard six. Accreditation beyond 2017 will, therefore, depend on further improvements in the area of strategic planning. The EHU Institutional Review Report is available online: [http://www.ehu.lt/files/Review%20Report%20EHU\\_ENG.doc](http://www.ehu.lt/files/Review%20Report%20EHU_ENG.doc)

Merging within one time period, such important events as the search for a new Rector, changes in the governance structure of EHU, as well as the results of accreditation, requiring the improvement of strategic planning, contributed to the adoption by the leadership of EHU of important decisions related to the actions, which should help to achieve a new comprehensive qualitative level of development.

To respond to the SKVC recommendations the EHU managing bodies developed the Plan of Implementation of Recommendations as set out in the Institutional Evaluation Report (SKVC, 2014) (available online on the University website: [http://www.ehu.lt/files/Implementation%20of%20Recommendations%20as%20set%20out%20in%20the%20Institutional%20Evaluation%20Report%20\(SKVC,%202014\).pdf](http://www.ehu.lt/files/Implementation%20of%20Recommendations%20as%20set%20out%20in%20the%20Institutional%20Evaluation%20Report%20(SKVC,%202014).pdf) )

The most important of the whole complex of the decisions taken in this direction was the decision on the establishment on April 29, 2015 of the Strategic Planning Committee. The committee was created consisting of 17 members - Directors of Academic Departments, heads of different units of the Administration, representatives of Senate, faculty, Student Union. Its Co-Chairmen are Aliksandr Kalbaska, Vice-Rector for Academic Affairs, and Ryhor Miniankou, Chair of the EHU Senate.

The main goal of the Strategic Planning Committee was formulated as to clarify the wording of the renewed mission of the University and planning the process of preparing the Strategic Plan of EHU. Accordingly, within the Committee there were created two sub-committees responsible for the two lines of its activity.

The Strategic Planning Committee worked out its Activities Plan (Table 1. in the List of Tables), which assumed that in the reporting period a renewed wording of mission would be prepared and a Vision of the EHU development strategy would be worked out. In parallel with these tasks, the Committee also had to develop before the end of the reporting period the procedures for the developing and reviewing of the Strategic Plan.

The renewed and updated mission statement became the result of a qualified agreement, both within the University and with external stakeholders. To get such a result, in May, 2015 at the University a wide-ranging discussion was carried out. There were organized discussions with faculty, students' community and administrative staff. The discussion continued in the committees of the Senate and the Senate as a whole. In order to ensure the widest possible participation in the discussion there was created the virtual space in Moodle for this issue. All the members of EHU community could take part in discussions via the virtual space - publish their proposals on the University mission and directions of its development and discuss proposals of colleagues. May 22 the draft of the revised version of the mission statement, as well as proposals on the formation of a Strategic Plan, were presented to the EHU Rector. After that the draft was presented at the meetings of the EHU Senate and the Assembly of Donors, but it is not approved yet by the EHU Governing Board and, most likely, will undergo some slight changes before the approval.

It is clear, that such crucial changes pose significant challenges that can arouse great interest and passionate debate. While at times difficult and contentious, the intensity of the debate is proof of EHU's continued relevance and importance. The University will certainly benefit if the passions and interest aroused by the search process, once it has concluded, can be channeled into cooperative efforts to preserve and strengthen this unique and vital institution.

## **EDUCATION AND RESEARCH**

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

Courses at EHU are taught primarily in Russian, with about 6,5% taught in Belarusian and about 20% in other languages (English, German, Lithuanian, and French). The number of courses taught in English is slated to rise to 25% as the University continues along the path towards increased integration into the European educational space.

In the AY 2014-2015 four academic departments and four educational centers administered 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.

EHU began the AY 2014-2015 with 1071 students. By the end of the Academic Year 227 students had graduated from the University and 209 new students were admitted. Despite the challenges of a large-

scale reorganization that took place during the reporting period, the University was able to carry out its academic activities without significant disruptions.

For details and statistics on students, see Tables 2.1. – 2.16. in the List of Tables.

During the AY 2014–2015, EHU continued its efforts on education quality improvement as its main priority. For three study programs—Cultural Heritage (Bachelor’s), Visual Design and Media (Bachelor’s), and Historic and Cultural Heritage (Master’s)—self-evaluation procedures were undertaken and the academic departments developed appropriate reports.

Further improvements were implemented in curricula—a new course “Language and Thinking” (3 ECTS) was introduced for first-year high-residence students. The course was developed using Bard College (USA) Language and Thinking program of intensive introduction to the core of the liberal arts (humanities) as a model. Continuing collaboration with Bard College, a first-year seminar conference was conducted in February, where participants presented the first-year seminar model implementation in their institutions. As a part of the conference, a workshop “Pilot Language & Thinking via Blended Learning” was carried out. In the workshop, the EHU Distance Learning Centre (DLC) demonstrated its online modules “Working with the Picture by Olbinski” and “Working with the Text by Plato”, conducting online classes with seminar participants.

In line with other ideas for improving the educational process stands the idea of launching of the Foundation Year at EHU. On July 17, 2015 Senate amended the rules of admission, fixing such a form of training as a Foundation Year. From that moment an advertising campaign, as well as students’ recruitment for the Foundation Year began. The information was posted on the University website (<http://www.ehu.lt/ru/abiturientam/kurs-podgotoviteljnogo-goda/kurs-podgotoviteljnogo-goda>), as well as on special information portals for students in Belarus, including the popular non-government information portal nn.by (<http://nn.by/?c=ar&i=153846&lang=ru>).

39 applications were received (33 from Belarus, 5 from Russia, 1 from Lithuania) were received were accepted until August 31, 2015. On September 13 in Minsk (in the center Propilei) interviews with applicants were held. According to the results of the interviews 23 students were accepted at the Foundation Year: 7 to study in Vilnius, 16 - in Minsk.

The program breakdown is as follows:

*Visual Design and Media* - 9

*Media and communication* - 7

*International Law and the Law of the European Union* - 4

*World Politics and Economics* – 3

On September 2, a meeting of the Senate Committee adopted all the curricula for the Foundation Year. Also the supporting educational space in the distance learning system Moodle was created for the program (in EHU and in the center Propilei). New Academic Year for the program started on October 19, 2015.

During the AY 2014-2015 two EHU lecturers defended their PhD theses: Stsiapan Stureika (Department of History) defended his PhD thesis at the Institute of Ethnology and Cultural Anthropology of Jagiellonian University, Krakow and Liudmila Uliashina (Department of Law) defended her PhD thesis at Vilnius University.

On April 28, 2015 the first external defense of the dissertation of Julia Bedash "Socio-philosophical potential of the post-metaphysical concepts of space" took place. This is the first doctoral thesis in the framework of the Joint Program of Doctoral Studies in a scientific direction "Philosophy" (partners - Vytautas Magnus University, Lithuanian Institute of Cultural Studies, European Humanities University).

## Department of Media

EHU Department of Media is the largest academic department of the University. In 2015, 86 students graduated from programs offered by the Department and 111 students were admitted. The Media Department began the AY 2014-2015 with 32 faculty and 602 students enrolled in the Department's three programs: the Bachelor program in Media and Communication; the Bachelor program in Visual Design and Media; and the Master program in Cultural Studies.

In the AY 2014-2015 **BA Visual Design and Media program** went through accreditation process by the SKVC commission and was accredited for following three years (till 31.07.2018). No severe problems with academic faculty staff, program plans, courses, lectures organization or any other academic activities were found by the SKVC commission. The main problem mentioned was lack of sufficient equipment meeting at least the criteria of basic level needs. The program needs some room for storage and catalogization of students' works, technical equipment, like Wacom tablets, sufficient number of working PCs and installed designer soft. Starting a new attempt to resolve the matter, there was held the meeting of program staff and strategy of future development was discussed.

Today the "Visual Design and Media" program is in state of moving to new academic plan, where possibility for students to choose from two possible variants of subjects' blocks or modules ("Graphic design" and "Audiovisual media design") is provided. This academic year is the first one when this plan is fully implemented for high-residence students.

To improve quality of low-residence education in cooperation with Center for Low Residence and Distance Learning (DLC) there were developed "new type" courses of Drawing and Typography.

To develop and support the quality of education and to keep up with the time changes in design, the Department invites new specialists in design to work at the program. New teachers, involved into delivering classes in the AY 2014-2015 were Vita Bonko (assistant), Gayaneh Bagdasaryan (lecturer), Valery Golyzhenkov (lecturer), Vitali Brusinenko (assistant), Ivan Kaniaveha (assistant).

During the reported academic year, the program held several master classes where well-known designers and specialists in different fields were invited to deepen students' knowledge in field of visual design. Valery Golyzhenkov and Gayaneh Bagdasaryan were invited to deliver lectures in Type Design and Typography. Valery Golyzhenkov held master-class "Modern Cyrillic. Experience of Design" (March, 26-28), Yuri Gulitov held master-class in Typography (March, 18-20), Dmitri Makonnen held master-class in Modern Poster Design (May, 23-25).

The international exhibition on Perestroika poster was held in EHU during the student conference "Europe-2015" (May, 15-16). During the same conference there were also organized open discussions on role of Perestroika in design "Perestroika and Design: Was there Perestroika in Design?" held by Alla Pigalskaya (head of the Department) with famous Russian, Belorussian and Ukrainian designers.

The exhibition of works of Golden Bee Global Biennale of Graphic Design was presented in October, 2014. In Vilnius also there were organized master classes in Animation by Julia Titova “Workshops and tutorage to VDA Art Colony”. Irina Kodiukova held master class in Silhouette (Shadow) Animation.

The poster contest “Strangers’ War: Belarus in the First World War” was held in EHU.

To attract more students and make the Department activity more visible in Belarus there were held master classes in Drawing by the Department Associate Professor Sergey Selecky and master class on Font and Typography Design by the Department Associate Professor Vladimir Dovgialo (in Minsk).

To attract more prominent artists and other professionals to teaching and exchange of experience with the Department Erasmus+ agreement was signed with Weissensee Art School in Berlin.

There were many events and new items in the educational process concerning **BA Media and Communication program** too.

First, it should be pointed, that several new courses were launched by the Media department for this program, including “Introduction to Postcolonial Theory” (4 ECTS, lecturer: I.Khatkovskaya), “Cartographic Optics: from Geographical to Online Maps” (3 ECTS, lecturers: V.Kanstantsiuk), “Practices of the Literary Texts Analysis”, “The Phenomenon of 20th Century Mass Literature in the Context of Critical Theory” (3 ECTS each, lecturer: V.Furs), “Basics of Media Literacy” (3 ECTS, lecturer: E.Melnikau), and 2 courses taught in English: “Science in the Media” (6 ECTS, lecturer: Moira O’Keeffe), “Visual Ethnography” (4 ECTS, lecturer: Moira O’Keeffe).

Some of the lecturers of the Media department were awarded international and local prizes. In October 2014 EHU Professor Andrei Gornyxh’s article "Capitalism and Anxiety" has been awarded the Best Academic Article Prize in the category of Humanities at the Fourth International Congress of Belarusian Studies. The Congress took place in Kaunas early October and was attended by a number of EHU faculty, staff, and alumni.

In November 2014 Dr. Volha Sasunkevich, European Humanities University lecturer and executive officer of the Center for Gender Studies, has been awarded a Graduate Essay Prize by the Association for Women in Slavic Studies (AWSS). The essay “Shuttle Trade and Gender Relations: Female World in a Provincial Border Town”, for which she was awarded, is a chapter from her recently defended dissertation on cross-border trading, in which Belarusian women are engaged.

Also, in October 2015 a lecturer of Media department, photographer Andrey Liankevich was awarded the first prize in Belarusian art-project “Autumn Salon” with his photographic project “Farewell to Motherland”.

Describing projects organized by the Department, it is important to mention the events, held by the EHU Media Department Laboratory of Visual and Cultural Studies:

- The “Roland Barthes – 100” project (Minsk – Vilnius), dedicated to the centenary of famous French thinker Roland Barthes, organized in cooperation with several partners – French Embassy in Belarus, French Institute in Lithuania, art-space “TSEKH” (Minsk), Center of Semiotics and Literary Theory (Vilnius University, Lithuania). Within its framework on May 29, 2015 a seminar “Contemporary Readings and Reception of Roland Barthes’s Ideas in Eastern Europe” was held in Minsk (with participation of lecturers and MA students from EHU, Belarusian State University, Russian State Humanities University (Moscow). From May 29 to June 14, 2015 art exhibition “Roland Barthes:

Keywords” took place (art-space “TSECH”, Minsk), where the multimedia art projects of the students of 4<sup>th</sup> year minoring in Visual Culture and Creative Industries (BA program Media and Communication) have been exhibited (<https://www.behance.net/gallery/27768245/Exhibition-Key-Words>).

- The fourth annual *Artes Liberales* art & education project that was held from March 31 to April 17, 2015 at *Ź Gallery* (Minsk) (<http://artes-liberales.by/2015-edition/>).

*Artes Liberales* is an art and educational project organized by EHU (initiated and directed by Prof. Almira Ousmanova) in cooperation with several partners in Belarus. It is aimed at highlighting the importance of liberal arts education in fostering the creative and civic vitality of democratic societies. The project's team includes faculty, students and alumni of the EHU Media Department.

*Artes Liberales* positions itself as model of Open University, which opens up in art *Ź Gallery* (Minsk) once a year since 2012. It comprises a series of workshops with artists, curators, filmmakers and musicians (from Belarus, Lithuania and other European countries), book presentations, round table discussions and public lectures. All *Artes Liberales* events are accompanied by art and research exhibitions, film screenings, music and video performances. It usually lasts 3 weeks, there are 80-100 people involved as lecturers, musicians or artists, and apparently 45 different events each time (more information: <http://artes-liberales.by/en/>).

The motto of the project is “The triple union of arts, sciences and technologies”. The theme of each year has a special focus. This year the topical focus was “Time Code”. *Artes Liberales* - 2015 “Time Code” main events were organized around several topics:

- Soviet Atomic Project: half-life period.
- Eastern European Art in the Times of Crisis.
- Flashback/Flashforward: Media and Time.
- Gender Age.
- Rhythms of Time and Space.

Within the main topic “Time Code” the project included approximately 50 events.

During the AY 2014-2015 Professor of Media department Eduard Melnikau prepared and recorded 24 authoring TV programs in the talk-show genre. All of them were presented in ether broadcasting by TV channel BELSAT (Poland). He also acted as the producer and released 40 issues for the human rights program of the cycle “I Have the Right!” (BELSAT).

In spring 2015 Associate Professor of the Department A.Guliaev, being the Chairman of the Belarusian Journalists Association Ethics Commission, organized the consideration of allegations connected with conflicts both within the media professional community and beyond it that served as a good case study for students majoring in "New media". Also he initiated a visit of his students to the editorial office of the Russian-language version of Lithuanian informational portal "Delfi", which helped to establish contacts with portal staff and to reach an agreement on further cooperation.

In July, 2015 the lecturer of the Media Department E.Minchenya was one of the organizers of the feminist camp in Belarus (together with the Belarusian female organization “Radoslava” and “Make-out” initiative).

In September, 2015 the EHU Laboratory of Critical Urbanism offered to the students the opportunity to take part in the Urban Studies Summer School “Mapping Visaginas”. Summer school included a series of lectures and seminars, held during the 2-weeks session.

Also it is necessary to mention the Public Discussions (including the books’ presentations) initiated by the lecturers of the Media Department:

- in May, 2015 the discussion of contemporary transformations considering modern city mechanisms “Popularizing Urbanism: Vilnius, Warsaw, Minsk” took place. The discussion was organized and held by Dr. Benjamin Cope, young researcher Andrey Karpeka and MA EHU students;
- in spring and summer of 2015 the new book by the Media Department Associate Professor A.A.Gulyaev “Journalist’s Professional Code” was presented to the public in EHU, and also at the several meetings of Belarusian mass media communities (in Gomel, Bobruisk, Svetlogorsk, Mogilev, Brest, Luninets etc.) and internationally: in Sweden, Italy, Tajikistan. His book was translated into Italian and started to be sold in Italy in 2015;
- Professor E. Melnikau prepared the manuscript of the book "Basics of Media Literacy" (forthcoming in 2016).

At the **MA Cultural Studies program** in the AY 2014-2015 a new training course “Gender and Economics” was developed and presented to students by Dr. Volha Sasunkevich.

## Department of History

Department of History aims at educating an open minded, active personality, expert in historical culture, who is able to apply gained knowledge and use cultural heritage resources for the needs of contemporary society. Research and studies in the field of cultural heritage carried out by the Department, mean revoking of the past in the contemporary society. This challenge can be met while devoting to critical and interdisciplinary approaches and focusing on many layers of cultural heritage in the research and study activities. The Department has as its goal the education of students with the general aim of academic growth and the ultimate development of expert in heritage and tourism sphere on the bachelor level (I cycle study program “Cultural Heritage”). Deeper studies of historical and cultural heritage on master level are suggested (II cycle study program “Historical and Cultural Heritage”). The BA study program “Theory and Practices of Contemporary Art”, also carried out by the Department of History, is closed for enrolment.

In 2015 year the enrolment results are as follows: for the BA program “Cultural Heritage” – 14 students for high-residence study mode and 7 students for low-residence study mode. 21 students were enrolled for the program in total; blended-learning mode of studies is applied. 12 students were enrolled for the MA program “Historical and Cultural Heritage”.

In the framework of students’ recruitment, the Department took part in organizing the Contest in Belarusian Studies, which was dedicated to the history, language and culture of Belarus. The Department also offered a course in distance “Cultural heritage and tourism” for potential students of the EHU (lect. Nadzeya Charapan). The Master’s Colloquium was also organized.

Study programs BA "Cultural Heritage" and MA "Historical and Cultural Heritage" went through the reaccreditation process in 2015. The programs were assessed by the groups of SKVC international experts. BA "Cultural Heritage" program was accredited for 3 years. It was considered, that the program aims and intended learning outcomes are well defined, but the intended learning outcomes and their links with the program study courses are described in a too generic manner. The aims and intended learning outcomes are based mainly on the needs of tourism labour market; however the field of heritage studies needs further development. MA "Historical and Cultural Heritage" program was accredited for 6 years. It was considered that the program aim and intended learning outcomes are generally well articulated and communicated. The intended learning outcomes need to be reviewed to take better account of actual skills developed in the program (external experts discovered, that actually this program enables to develop more complex competences, than it was stated in the self-evaluation analysis).

According to the recommendations of international experts, special attention is paid to the BA "Cultural Heritage" program. In order to increase the offer of study subjects in the field of Heritage Studies, the relevant specialization in the above mentioned program was already formed. The plan of the program was presented to the Senates' committee and approved by the Senate on the 17 of July, 2015. In order to improve the quality of final thesis in the BA program "Cultural Heritage", the subjects "Methodology of Scientific Research" and "Research Seminar" were introduced. The "Research Seminar" was also introduced into the BA program "Theory and Practices of Contemporary Art".

As for the academic events and activities, held by the Department, it is necessary to mention the students' participation in the students' conference "Effect of Perestroika: Regimes and Risks of Polyphonic Knowledge" (2015) (10 students from BA "Cultural Heritage" and 6 students from MA "Historical and Cultural Heritage" programs. Papers were delivered in six sections of the conference in total (most of them delivered their papers in section "Regimes of Work with Cultural Heritage: Shifts of Paradigms"), thus the comparatively wide range of students' scientific interests and relevant research skills were demonstrated. Students of the BA study program "Theory and Practices of Contemporary Art" participated in the section "Arts Before and After Perestroika".

Pedagogical qualification of the Department's staff was mainly improved by participating in quality improvement events in the EHU. Lecturers of the Department improved their pedagogical qualification by participating in a series of seminars 'Writing and Thinking' focused on the critical role of writing for both teaching and learning. Prof. I.Ramanova also participated in the relevant course in Bard college, Institute for Writing and Thinking, NY, USA (July 2015). Also, they participated in the qualification courses dedicated for distance-learning methods and technologies, which were organized by the EHU Centre of Distance Learning. Special seminar on distance-learning issues for the teachers of the Academic department of History was carried out on the 19th of May, 2015.

Scientific qualification was improved by defending PhD thesis (lect. S.Stureiko, Kraków University), studying on the PhD studies programs (lect. N.Charapan, Vilnius University), gaining the second diploma of the 2nd cycle studies (assist. I.Beliatskaya). Scientific internships were also carried out by Associate Prof. A.Chernyakevich (Erasmus Mundus Program, PhD studies' internship, University of Poznań (Poland), Faculty of Political Sciences; research topic: "Poland in the Ideology and Programs of Belorussian Political Parties and Organizations" ) and Associate Prof. I.Sorkina (Research scholarship of Lev Sapieha foundation for the scientific internship in the universities of Poland (Kraków Jagiellonian University, University of Białystok, University of Warsaw, University of Poznań, University of Wrocław); research topic: "Cities and Towns of Belarus in the End of the 18th – Beginning of the 20th c.". The

internship includes lectures on the topic under research in the above mentioned universities). Assoc. Prof. I.Poleschuk participated in exchange program for researchers, organizing a conference “Phenomenology and Vulnerable Others” Osaka-Kyoto-Tokyo, lecturing at the department of Clinical philosophy (May 2015, Osaka University, Japan); and in John Cabboth University, summer school on “Levinas, Eros and Ethics” (July 2015, Rome, Italy). Prestigious scholarships for scientific research were awarded to lect. S.Stureiko (Thesaurus Poloniae, Krakow, Poland) and Prof. I.Romanova (La Fondation Maison des Sciences de l’Homme, Paris, France) in 2015.

In spring semester of 2014/2015 academic year, as part of the Fulbright scholarship, Associate Prof. Lynn Lubamersky from Boise State University (USA) delivered a 5-credit course ‘History and Memory’ for the 3rd year students of the EHU BA “Cultural Heritage” program.

## Department of Law

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

In the AY 2014-2015 the Department delivered the BA program “International Law” (3<sup>rd</sup> and 4<sup>th</sup> years of study, from 2013 the program has been closed for enrolment), MA program “International Law and European Law” (from 2015 the program has been closed for enrolment) and Integrated Study Program “International Law and European Union Law” (1<sup>st</sup> and 2<sup>nd</sup> years of studies, started from 2013).

In 2015 50 students graduated from programs offered by the Department (11 students of the MA Program “International law and European law” and 39 students of the BA program “International law”) and 35 students were admitted to the Integrated Study Program “International Law and European Union Law” (20 students on the 1<sup>st</sup> year of studies, and 12 on the 4<sup>th</sup> year of study). The Department began AY 2014–2015 with 30 permanent faculty members and 168 students.

University Integrated Study Program “International Law and European Union Law” is a successor of the Bachelor program “International Law” and of the Master program “International Law and European Law” of the European Humanities University. This program was registered on August 13, 2012 for a period of 3 years. The first admission to the program was in 2013.

A certificate (non-degree) program in International Financial Law in partnership with Chicago-Kent College of Law was announced for the second time, though this year there were no admittance for the program requires extra payment and, unfortunately, the reporting period was marked by financial difficulties of the citizens of Belarus.

To make the new programs successful the Academic Department of Law is collaborating with academic, social and business partners mainly in order to implement student internships and practices. The opportunity to acquire professional skills in various areas is consistent with the goals and the learning outcomes of the educational program. Practice supervision is carried out by two consultants: one - University consultant and one - representative of an organization. The practice is also carried out in the form of a Legal Clinic in cooperation with the social partners of the program. Feedback from partners allows the Department to review and adjust the educational program. The stakeholders also participate

in various social and academic activities of the University and its departments, such as Open Days, seminars and workshops (for example, “Human Rights” seminar organized by the University of Glasgow, in May, 2015, the Right to Peaceful Resistance seminar organized by International Center on Nonviolent Conflict, June, 2015). Self-evaluations of the educational programs are also prepared in cooperation with the stakeholders. In addition, the University also has a system for monitoring career development of graduates, which is connected to the Integrated University Education Program.

In the reporting period the Centre for Constitutionalism and Human Rights, founded by the Department faculty in 2012, continued its activity. The Centre has focused on the implementation of two projects: 1) Publication of the “Journal of Constitutionalism and Human Rights” with the support of the Council of Europe; 2) Development and support of the Legal Clinic of EHU.

The personnel of the department actively participates in numerous social and educational activities, for example, the faculty participated in the project “Teaching Lawyers International Law” (2009-2015) conducted together with the Human Rights House Network, and in the project “De Facto Implementation of International Obligations in the Republic of Belarus” carried out in cooperation with the Belarusian Human Rights House under the Program “International Law for Protection of Public Interests” (International Law in advocacy) (2009–2015), as well as in the events “Artes Liberales” that are annually held in Minsk.

The teachers of the department have improved their teaching qualification by participating in a series of seminars “Writing and Thinking” that are focused on the importance of language and writing in teaching and learning. The seminars attended by the teachers of the department were organized by EHU in collaboration with the Bard College (USA) and the Smolny College of Liberal Arts and Sciences (St. Petersburg State University) from 2013 to 2015. The accumulated experience is directly implemented in the educational process.

The Department continues work on establishing new masters’ programs with the National University of Kyiv-Mohyla Academy (Ukraine), Institute of International Relations of Taras Shevchenko National University of Kyiv (Ukraine) and seeks for other partners. In order to implement its plans for the development of the Department as a comprehensive project, in the reporting period the Department prepared and submitted to the European Commission Education, Audiovisual and Culture Executive Agency (EACEA) two projects under Erasmus+ Jean Monnet Activities: Jean Monnet Chairs Project “Teaching the European Transnational Constitutionalism inside and outside the EU / TETC” and Jean Monnet Centres of Excellence Project “Focused and Tailored Cooperation within and around the EU: Connectivity Tools / CONNECT” (in co-operation with other EHU Departments and Centers). Although the projects did not win this call, they have been highly praised and received very high scores. The next academic year they will be submitted once again.

To make the activities of the Department duly discussed, prepared and implemented, together with the meetings of the Department the faculty organize its work via the meetings of the Departmental Committee, established at the meeting of the Department on October 10, 2014. The Departmental Committee discusses the educational strategy, seeks to improve study programs and curricula, ensures quality control at the department level, develops academic accountability at the department level and solves other strategic issues related to the development of study programs and research activities at the department. Committee's decisions and proposals are discussed at the meetings of the department that ensures their implementation.

The main activities, in which the Department faculty and students were involved during the AY 2014-2015, are listed in Table 3.1. in the List of Tables.

### Department of Social and Political Sciences

In the AY 2014-2015 the Department provided one BA program "Political Sciences and European Studies" and two MA programs "Public Policy" and "Existential Psychology". 26 faculty members deliver these programs to a total number of 56 students. In the reporting period 13 students graduated from the BA program "Political Sciences and European Studies". Now the program is closed for enrolment.

In the AY 2014-2015 the Department carried on its partnership with Vytautas Magnus University (Kaunas, Lithuania) in order to launch a new Double Degree Bachelor program on World Politics and Economics, to be taught primarily in English. This year the first intake of students to this program took place – 16 students were admitted to it.

The main activities, organized by the Department faculty during the AY 2014 – 2015, are listed in Table 3.2. in the List of Tables.

### Center for Business Education

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

In the 2014/2015 year graduation of two classes of the "Business Administration" program took place. In October, 2014 ten participants of MBA-VI graduated. According to the results of studying Ihar Piatchevich was recognized as the best student of the program. In April, 2014 nine participants of MBA-VII graduated. According to the results of studying Iliia Shalanki was recognized as the best student of the program.

In the 2014/2015 year two recruitments of the "Business Administration" program took place. In October 2014 MBA-IX group has started to study, and in April 2014 MBA-X has started, too.

Since April, 2015 own CBE Website started functioning (<http://mba.ehu.lt/>).

In accordance to *Veidas* ranking EHU Business Administration Program was ranked as 1<sup>st</sup> among all Programs in Business and Management in Lithuanian Universities.

Centre for Business Education has won grant by Fulbright Foundation for professor position in 2016-17 academic year.

During the year, the lecturers of the Centre participated in various scientific and practical conferences and seminars:

- Anna Sidorova, lecturer of the Program, was a co-organizer of the HR-Congress (Minsk, 2015);

- Alexander Kovalev, Deputy-Director of the Center for Business Education, participated as a guest speaker at the Leontief Readings (St. Petersburg, Russia). He also made a presentation at a scientific seminar "Theoretical economics" at the Institute of Economics of the Russian Academy of Sciences (Moscow, Russia);
- MBA-VI Alumni Igar Kavaliou was key-speaker at the Conference on Real Estate Investments (Minsk, Belarus, 2015)

The hitherto success of MBA program has turned out into an unexpected collapse in the AY 2014-2015 when the head of the CBE, at his own initiative, in cooperation with the former EHU financial director, approved amendments to the "Principles of financial activities of CBE" and "The costs for the remuneration of administrative staff of the CBE" without any agreement with the EHU management.

As a result of such changes and reduction of number of students in the AY 2014-2015, the MBA program was not able to fulfill the minimum financial obligations to the University as well as to collect the amount needed for program faculty and staff salaries. Moreover, the CBE administration refused to contract teachers and administrators following the new employment relationship which was initiated by the EHU administration in 2014. Those commitments, together with not very successful passing of the accreditation process in October, 2015, have led to financial and administrative crisis of the program and most likely the program will be closed for the future admissions.

### Distance Learning Center

In the AY 2014-2015 the EHU Distance Learning Center worked with the following staff structure:

- Director of the Centre, 0.5 positions (Prof. A. Puptsev)
- Instructor in pedagogical design, helping teachers and students to work with Moodle, 1 position (Assoc. Prof. M. Solodovnikova).
- Instructor in pedagogical design, responsible for multimedia development training materials for distance learning courses, 1 position (Assoc. Prof. N.Yaremchuk).
- Operator of video filming for training materials for distance learning courses, 0.5 positions (A. Mazeyko).
- Specialist in certification, quality assessment and development of teaching online courses, 0.5 positions (Assoc. Prof. O. Kolyada), the position is reduced from October 1, 2015.

Implementing EHU's strategy on strengthening distance learning, the Center for Low Residence and Distance Learning (DLC) intensified efforts to improve EHU's DL offerings by replacing them with newly developed, next-generation DL courses, and upgrading existing courses with new audio and video elements. DLC specialists and University faculty developed eight next-generation DL courses featuring multimedia training materials for students. To develop the courses, about 14 hours of video material was filmed.

Specialists developed for these courses the following media and video materials:

Short videos	Number	Duration
Methodical recommendation	36	76min
Course intro	8	79 min
Assignment explanation	37	370 min
<b>Lectures</b>		

Lectures	18	298 min
Tourism Expert View	2	14 min

The DLC work includes internal certification of DL courses and DL faculty quality control.

During the reporting period, 36 newly developed Master and Bachelor degree courses were internally certified and the quality of 205 Bachelor DL courses was checked and certified.

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

- During the reporting period, DLC staff developed and conducted **3 distance learning training courses** for EHU teachers:
  - “Development of distance courses in LMS Moodle (for beginners)” (2 credits, ECTS), (December 1, 2014 – January 25, 2015), the number of participants is 15, 10 participants received certificates; all are the teachers from EHU.
  - Distance course “Basics of pedagogical support of distance learning courses of bachelor school”, (1.5 credits, ECTS), (March 9, 2015 – April 5, 2015), the number of participants is 5, 3 participants received certificates; all are the participants from EHU.
  - “Development of distance courses in LMS Moodle (advanced level)” (2 credits, ECTS) (April 27, 2015 – June 7, 2015), the number of participants is 13, 7 participants received certificates; all are the participants from EHU.
- DLC staff conducted **2 training seminars**:
  - “Modern requirements for the design and development of distance learning courses on the basis of educational media materials” (May 19, 2015). The number of participants: 12.
  - “BlueJeans service usage for online classes” (June 30, 2015). 9 EHU teachers participated in this seminar.
- DLC specialists developed “Guide for BlueJeans” and “Methodical recommendations on the organization of blended learning for the Department of History and Law”.

At the beginning of each semester, DLC staff checked whether course annotations and syllabi were available for each course, as well as whether deadlines were correctly noted. Throughout the academic year, the DLC monitors the quality of teacher communication with students. 205 distance-learning courses were checked during the AY 2014/2015.

During the reporting period, DLC staff held 283 consultations using various methods. Analysis of questions teachers asked to DLC staff is represented in the Table 3.3. in the List of Tables.

The DLC specialists participated in the conference “Advance Learning Technology” with the report “Priority directions of distance learning development in European Humanities University” on May 7, 2015. At this conference EHU was accepted into the National Association of Distance Education (NADE) of Lithuania.

## Foreign Language Center

During the AY 2014 - 2015, the Foreign Language Center (FLC) delivered English language courses to 210 high residence students, German language courses to 118 students, French language courses to 81

students and Lithuanian language courses to 138 students. The FLC also provided English language courses to 202 low residence students at levels A1–C1, and Lithuanian language courses to 145 low residence students at level A1.

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

- A foreign language entrance exam (online test and interview) that has been organized during the Open Door Days in autumn and spring.
- Francophonie days that were organized during the Open Days in spring 2015: the exhibition of students' caricatures, review of a French movie; French readings and debates; concert of French songs.
- Creative essay writing contest for secondary-school seniors. The contest took place in Minsk education center of Propilei. 16 secondary-school seniors participated in the contest.
- The activity of FLC was presented during the open days at EHU in autumn 2014 and spring 2015: brief foreign languages classes and quizzes were organized for the guests of the open days at EHU, as well as the stand of FLC was presented during the exhibition of knowledge and education.
- FLC web site has been launched, which ensures formation process of a new FLC image and will broaden independent dissemination of information.
- A wide range of language courses for a fee are offered each semester: English, German, French, Polish, online Russian and Lithuanian.
- The second Summer Language School for schoolchildren has been organized in July, 2015. 20 participants from Belarus, Russia and Lithuania have been learning English for two weeks at the University premises.

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

In the reporting period EHU became a member of "Association of Language Teachers of Lithuania".

## **EHU Mediahub**

During the reporting period Mediahub of EHU remained teaching platform for the programs of New Media and Visual Arts since it is equipped with all the facilities that needed for it. Alongside with the student teaching process there were additional activities organized in it order to support Mediahub financially and to make it more visible for the Lithuanian society and abroad.

Training courses for Lithuanian, Belarusian and Turkmenian journalists, politicians and businessmen took place in the Mediahub all year around in cooperation with nongovernmental organizations, business companies, municipal structures and OSCE.

Final stage of two-year Project “e-Pramova” was implemented during this period. The Project was carried out according planned purposes, description and schedule, as it is completed, e-Pramova proves that Belarusian politicians could really share their ideas and points of view there, meanwhile students were able to adapt their theoretical knowledge to practice and get professional experience and advice.

Implementing the project in partnership with National Democrats Institute, during reporting period Mediahub of EHU took part in development of video materials for interactive online video platform e-Pramova (<http://epramova.org/content/o-proekte>) that included filming and materials’ post-production. e-Pramova itself provides a space for the political dialogue in Belarus and serves as an educational program for EHU students from Belarus. EHU team filmed 240 short videos “Q&A”, 16 interviews and 6 debates programs with Belarusian politicians and activists. Project was financed by Nordic Council of Ministers. Grant sum in total of e-Pramova was 48725 EUR.

Staff of Mediahub took part as co-organizer of the International Forum on Challenges and Responsibilities on Contemporary Journalism on March 10, 2015. Approximately 80 journalists from Lithuania, other EU and NATO countries as well as countries of Eastern Partnership participated at the event organized in partnership with Ministry of Foreign Affairs.

Fruitful cooperation with MFA after the conference continued in developing concept of information portal which was seen as useful tutorial platform for EHU students and credible source of information in the region for Russian reading audience. It was agreed to restructure financial support of MFA for “LITPRO” project and cover within it the needs of such a portal. Concept of informational portal was presented to the Senate of EHU. The core of the editorial office was formed and its budget for the Academic Year 2015/2016 is approved by the Rector.

Mediahub of EHU started cooperation with Lithuanian Television in September 2015 and agreed to provide it with requested filming facilities in order to lower rental cost, according that agreement services of Mediahub will reduce rental annual expenses almost twice.

## Research

The new University Statute adopted in the AY 2014-2015 suggested transformation of the existing research University structure. Accordingly, the Senate Committee on Research and Development (SCRD) was established and the meetings of SCRD have replaced the Research Council as a faculty monthly meeting and consultative body. The newly established Committee consists of faculty members – representatives of Academic departments and students. In accordance with shared governance model SCRD became the main advisory body on research and Research Division – administrative one. The agenda of SCRD was focused on the issues of Research strategy and was built as a continuation and succession of research EHU policy development. EHU Research strategy and Regulations on Research became central issues for the discussions of SCRD in the first semester of the AY 2014-2015.

The institutional accreditation provided by the Centre for Quality Assessment in Higher Education (SKVC) reviewed the research sphere management and activities starting from 2009. The positive evaluation of research sphere by the international team of evaluators was based on the analysis of reports prepared by EHU Research Division and meetings with individual researchers, representatives of research centers, PhD students and administration. The main recommendations of experts for the further progress of EHU research and its management are addressed to the spheres of development of institutional

research strategy and qualitative indicators for its measurement, further implementation of adopted collaborative research model and broadening the participation of Lithuanian academic, social and business partners in EHU research activities.

Starting from November 2014, SCRD initiated the preparation of EHU regulations on research and research strategy. The Regulations on research were viewed as the guidelines for the faculty and students providing the procedures and mechanisms of institutional support for the development of research and artistic activities in EHU. The Regulation on research introduces the main aspects of the organization, coordination, promotion and presentation of the results of research work in EHU. The document intends to integrate certain aspects of EHU research management and coordination (provisions on the centers, youth science, publishing policy, sabbatical leave, and other forms of promoting research, etc.). Also, the publication policy for the faculty was formulated in the Referent list – annually updated list of periodicals and publishing houses, which Academic Departments and Research Centers in EHU view as relevant to the requirements to the high level or modern research in humanities and social sciences.

In March of 2015, the EHU Senate discussed the drafts of the EHU Research Strategy and Regulations on research. The Research Strategy is a policy document, which defined the key priorities and key-performances of the internal research policy for the coming years in its relationship with the academic, expert and practical EHU contexts. The Research Strategy is an integral part of the general University strategy. This document became the first step for the further debates around the University mission.

Among the key-research events and activities in the AY 2014-2015 AY, we could mention, first and foremost, the fourth annual ARTES LIBERALES art & education project, which is one of the most striking events of EHU in Belarus, joint conferences and seminars with partners from Sweden, Finland, Norway, Estonia, Lithuania, that indicates high activity of EHU in this region of Europe and its gradual inclusion in the scientific life of the region.

For the full list and figures of research events and activities in the AY 2014-2015 see Tables 3.4 – 3.5. in the List of Tables. For the figures on publications of the EHU faculty, see Tables 3.6. – 3.8. in the List of Tables. For the list and figures of publications of the EHU Press, see Table 3.9. in the List of Tables.

## STUDENTS

### Recruitment and Admission

The EHU recruitment campaign of the AY 2014–2015 was designed to adjust student recruitment activities to the experiences of the recruitment team in the AY 2013–2014 and practice of St. Edward's University (Austin, Texas, USA). Accordingly, activities of EHU Student Recruitment Office in the AY 2014-2015 focused on:

- diversification of communication mediums,
- adjustment of admissions calendar and events,
- dissemination of new admission procedures,
- emphasis on personal approach to every new contact.

EHU Recruitment Office aims to spotlight the most valuable benefits of studying at EHU. According the results of a first-year student survey (at both bachelor and master levels), conducted in October 2014, the benefits are the following: 1) personal attention to students, 2) internationalization, 3) opportunities to develop one's creative potential.

A decision was made to balance between narrowly-focused events, flagship activities, and a consultations-based approach.

The recruitment campaign was directly supervised by the Rector, and semi-monthly meetings to assess its progress were held.

During the reporting period, in the sphere of outreach and marketing, the following results were achieved:

- Revision of website usability and introduction of new online tools for consultations.
- Increase of outreach through presentations at high schools conducted by trained student volunteers (total of 20 presentations).
- Introduction of new communication tools (personal hard-copy letters, newsletters).
- Enhancement of digital marketing (new Belarus-targeted placements, e.g., on adme.ru, Skype; through banner placements and Google AdWords).
- Introduction of student callers to improve outreach to existing contacts.
- Posters placed in 23 Belarusian/Russian-speaking schools in Lithuania.
- Continuing cooperation with Lithuanian Railways on advertising in trains between Belarus and Lithuania.
- New videos.
- More precise tracking of prospective student data.

If to speak about the key figures of the AY 2014-2015 recruitment activities, it is necessary to name that:

- 23 Belarusian/Russian-speaking schools of Lithuania were covered with EHU promotion materials.
- 18 Belarussian schools were visited.

- 3 Open Doors were held in Vilnius (2 times for BA enrollees, 1 – Master’s Colloquium).
- Participation in 2 education fairs in Belarus.
- 1 event for potential enrollees’ parents held in Vilnius.
- 1 Open Doors Day organized in Minsk for enrollees of BA programs.

In winter 2014–2015, a complete revision of admission procedures was undertaken, involving a harmonization of a variety of previous documents, tightened admissions requirements, and steps to ensure a lower dropout rate in the future, especially among low-residence (distance learning) students.

The main events where EHU has a possibility to directly communicate with young Belarusians interested in EHU are the Open Door Days and Master’s Colloquiums, which are conducted in Vilnius.

Numbers of young Belarusians involved in EHU recruitment are provided in the Tables 4.1. and 4.2. in the List of Tables.

As a result of these recruitment activities in the first half of the AY 2014–2015, the total of unique contacts reached was 865 (601 interested in bachelor’s studies and 264 in master’s).

Unfortunately, the admission campaign gave the results that, comparatively to the previous years, were not positive. The comparative results of admission campaigns of last three years are provided in the table below:

	Admitted Students Foundation Year	Admitted Students BA HR	Admitted Students BA LR	Admitted Students MA
2013	-	133	236	67
2014	-	121	208	53
2015	7 (Vilnius), 16 (Minsk)	88	55	63

For more admissions-related statistics and trends, see Tables 2.1. – 2.7. in the List of Tables.

At first glance, the figures, that are much lower than in previous years (except for the MA programs), seem to be indicators of the shortcomings of the recruitment campaign. But if we consider these figures in the context of conditions under which passed the admission campaigns in each of these years, it is clear that the results of the last campaign were influenced by a series of factors:

- Severe economic downturn in Belarus – 66,3% devaluation of BYR to USD during September 22, 2014 - September 22, 2015.
- Negative media coverage starting from October, 2013.
- Deepening demographic decline in CEE (for the past several years, the number of high school graduates in Belarus and the region has been falling precipitously—by nearly one-third since 2011 in Belarus).
- Introduction of essay / design exam for BA LR enrollees in order to address 50% drop-out rate (it is necessary to note that this decision has its positive, as well as negative consequences and needs further discussion).

On the other hand, the recruitment and admission campaign of the AY 2014-2015 showed some new positive trends:

- 12 non-Belarusian BA students were admitted (including 7 via Lithuanian general admissions LAMA BPO).

- 5 non-Belarusian MA students were admitted.
- 2 new programs got enough admittance to be launched (BA in World Politics and Economy and Foundation Year program).

Taking into account the results of the admission campaign 2014-2015, EHU Student Recruitment Office worked out a set of possible ways of problems solution:

- Bridging operations of Student Recruitment, Communications, Alumni and Development affairs (conducted by September 30, 2015).
- Joint Marketing-Communications-Alumni Plan of Work for the AY 2015-16 (conducted by September 30, 2015).
- New GPA-related allocation of financial aid to Belarussian prospective students (conducted by September 30, 2015).
- More flexibility in admission procedures.
- Focusing 2016 outreach on previously ignored Belarussian destinations.

### Support for Student Activities

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

### EHU Student Service

The EHU Student Service supports students' social and research activities. During the reporting period, student-centered activities managed by EHU's Student Service were supported through collaboration with a range of partner organizations, including the Youth Association StudAlliance, the Barys Zvozkau Belarussian Human Rights House, and others. Student Service also closely collaborated with the Recruitment Office regarding involvement of student volunteers into its activities, carrying out joint activities with students and their parents, as well as to coordinate the participation of students with international activities taking place both at EHU and elsewhere.

34 cultural and social projects were implemented in the AY 2014-2015 by students with the support of Student Service (For the complete list of cultural and social projects were implemented with the support of Student Service, see Table 4.3. in the List of Tables). While implementing their projects, students had an opportunity to practice their teamwork skills and develop their own initiatives and management skills. Cultural events organized by the Student Service contributed to a greater variety and higher quality of student life at EHU. The projects and events also helped identify active students whom the Student Service is planning to further engage in various activities and events.

The key projects and events conducted by Student Service in collaboration with faculty and students in the AY 2014-2015 include:

- Rays of Kindness social project [Vilnius and Gomel (Belarus)].
- Increase of mid-term student projects (i.e. lasting continuously throughout academic year).

- Belarus-oriented events: Pages of Belarusian heritage, Speak Belarusian together, concert of Belarusian bands, presentation of book by Ales Beliatzki etc.
- Photo and video projects: student movie festival “Retrospective,” which collected over 40 short movies by students.
- Series of events “Atmosphere EHU”: educational -social-entertainment events to rally EHU LR student community in Gomel, attraction of high school pupils and friends.
- A series of seminars on the “Basics of Human Rights” and a basic course on human rights
- Exhibitions and entertainment projects conducted in Vilnius, Minsk, and Gomel.

Student initiatives supported by Student Service:

- The increase of EHU Student Debate Club activities should be noted as a positive outcome of opportunities provided in cooperation with Bard College.
- The student newspaper *EHU Times* demonstrated an increase in capacity and materials produced.
- Student project “Autism inside out” got a support of the US embassy in Minsk and developed into a civic activity with a number of volunteers over 30 students.
- Student project “Rays of kindness” (Orphanage) is growing very fast. These days the project leaders are working with over 50 volunteers in Gomel, Minsk and Vilnius.

A number of these projects and activities had a strong Belarusian focus, including a quiz game for students “Pages of Belarusian Heritage”, an informal student club “Let’s Speak Belarusian Together”, concerts of Belarusian bands etc. During the reporting period, the Student Service held the last of the 5 competitions for Mikhas Straltsou (a prominent Belarusian writer) Scholarship, which is awarded for the best essay on Belarus topics in Belarusian language. This activity was possible in collaboration with the Belarusian civil campaign *Tell the Truth! (Havary Praŭdu)*. The Student Service also continued to cooperate and conduct joint activities with Barys Zvozkau Belarusian Human Rights House, including, among other events, a presentation of the book *Cold Wing of Motherland* by Ales Bialiatzki, a Belarusian political activist known for his work with Viasna Human Rights Centre, the vice president of the International Federation for Human Rights, and ex-political prisoner.

In August 2015, tutors network was launched at EHU. In addition to the academic assistance, carried out by tutors, which is coordinated by Core Curriculum Center, students began to help freshmen with the implementation of cultural and social projects. The Student Service developed and coordinated this activity.

As for the Student Service research activities, it is necessary to mention that in the AY 2014-2015 there were allocated 8 mini grants for students’ research (for their complete list, see Table 4.4. in the List of Tables).

In March, 2015 5 students participated in Get Engaged: A Bard / HESP Student Networking Conference, where they presented their projects:

- Rays of kindness (Orphanage).
- Debate club.
- Students newspaper *EHU Times*.
- University-based legal clinics.
- “Film as civic action”.

In April, coordinated by Student service, “Humanities laboratory” project was launched, aimed for EHU Low residence students support. By the end of the academic year in the framework of the project three “Writing and Thinking” seminars in Minsk and Grodno were conducted, two competitions for cultural projects (for their list, see Table 4.5. in the List of Tables) conducted, presentation of the projects were made.

Belarus student research conference “Europe 2015. The Effect of Perestroika: Regimes and Risks of Polyphonic Knowledge” (“Европа-2015. Эффект перестройки: режимы и риски многоголосого знания”) was held in Vilnius in spring 2015. 89 students from Belarus, including 6 EHU DL students participated in 21 panels and discussed how knowledge has been transformed under the influence of new technologies, how polyphony of those knowledgeable is associated with the democratization of traditional institutions (education, religion, law) and to what extent the new rules of decentered knowledge production can articulate the experience of various social groups, including marginalized. For more details on the conference follow the link: <https://www.facebook.com/events/762795070478569/>. For the number of the applicants and percentage ratio of the applicants from EHU and guests from other countries, see Table 4.6. and 4.7. in the List of Tables.

Structurally operations of Student Service are supervised by Rector because of withdrawing Student Service and Student Recruitment from the hierarchy of Academic Secretariat. Respectively regular semi-month reporting turn-around meetings are held.

### **International Education and Career Advising Center (IECAC)**

The IECAC, staffed by employees of American Councils for International Education and co-sponsored by the US Department of State and the Open Society Foundations, actively participates in all major student events at EHU, including orientation week for first-year students; Fall and Spring “EHU Open Door Days” etc.

From October 1 to October 8, Elena Mikhailava participated in orientation week for EHU first-year students and informed first-year students about activities and services of the Center, reaching approximately 150 students over the week. On October 25, Viktor Khotsim participated in an EHU open doors event for prospective students and their parents. About 60 students attended the event. On October 30, Kevin Reiling and Elena Mikhailava conducted a presentation/seminar for EHU students on personal essay writing strategies.

On November 19, Kevin Reiling and Elena Mikhailava conducted a lecture on graduate degrees in the U.S. for 15 EHU students.

Later that week, Elena Mikhailava organized and hosted two webinars on what universities look for in undergraduate and graduate letters of recommendations for 23 interested students, including EHU students. These webinars were conducted by Andrea Stiefvater, Director, ESL Programs of Southern Utah University, and Leslie Friedman, Director, Dean’s Office of Drexel University Kline School of Law. Both webinars are available at the links below:

[https://www.youtube.com/watch?v=KzsC1\\_cvveY](https://www.youtube.com/watch?v=KzsC1_cvveY)

<https://www.youtube.com/watch?v=NFVcC5Mc3yk>

On March 12, Kevin Reiling and Elena Mikhailava conducted a lecture on CV and resume writing using the *newrow\_* platform for a selected group of 3<sup>rd</sup> year EHU students from the cultural heritage program. Later in the month, on March 24, Kevin Reiling and Elena Mikhailava led a presentation/workshop on essay writing for 25 prospective EHU students attending the EHU Open Doors week.

Elena Mikhailava represented *Education USA* and the work of the Advising Center at the EHU educational fair on March 28. Approximately 90 high school and university students and their parents participated in the event.

Services provided to EHU students during the AY 2014-15:

- Individual consultations in the center's office (207/1) and online (advising@ehu.lt).
- Possibility to take TOEFL preparation materials and textbook to practice for testing at home.
- Group consultations upon request.
- Information about the current scholarship and Master's studies opportunities, as well as first-hand information about programs administered by the center, such as CSLA scholarships, PFP program and other opportunities.
- Review of application essays (to Master's programs), CVs and resumes prepared by EHU students.
- Consulting EHU professors and administration about opportunities for professional development (PFP program, Fulbright and other).

## Alumni

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

EHU continues to cultivate outreach to and relationships with its more than 2700 alumni (1684 of which graduated following EHU relocation to Vilnius and more than 1000 of which graduated while EHU was in Minsk). More than one-third have shared contact information and receive updates from the University.

In AY 2014-2015, the University continued to work with the alumni community involving alumni in various activities related to the *alma mater*, informing alumni on University life and opportunities.

The process of establishing the EHU Alumni Association, which begun at previous summer (2014) Alumni Homecoming, was finalized by fall 2014 with an online vote. Siarhei Kharytonau (BA International Law 2011) was elected president of the EHU Alumni Association with 64% of the votes of participating alumni. His competitor, Andrei Mayeuski (BA Political Science & European Studies 2012) received 24%, with 12% choosing neither. Also elected was an Executive Committee of the Association, consisting of Andrei Asadchy (MA Public Policy 2012), Siarhei Haurylenka (MA Media & Communication 2009), and Snezhana Rohach (MA Comparative History of North-Eastern Europe 2009). A total of 138 EHU alumni voted in the election. Members of the Association, which includes any alumni that express an interest in joining, ratified a charter to govern the Association's activities.

On December 20, 2014, a meeting of Voldemar Tomusk (Open Society Foundation) and Jonathan Becker (Bard College) with EHU alumni was organized in Minsk.

On February 27, 2015, more than 160 EHU alumni, students, and faculty gathered in Minsk for the Fourth Annual EHU Alumni Reunion, hosted by the Minsk Alumni Club and EHU. An initiation of first-year low-residence students was held at the Reunion as part of EHU's efforts to increase contact with low-residence students. The Reunion was one of the largest ever held in Belarus and the first since the establishment of the EHU Alumni Association. For pictures and video, see: <http://www.ehu.lt/en/news/show/160-ehu-alumni-reunite-in-minsk>.

In the AY 2014-2015 two hundred and thirty two students—175 undergraduate and 57 graduate—were awarded diplomas by the European Humanities University (EHU). They have joined the family of EHU alumni which now has grown to 2518 members.

In July, over 120 alumni, students, and EHU faculty gathered at the EHU alumni homecoming in Vilnius. It was one of the largest alumni homecomings in EHU history. The graduates of the class of 2015 were among the participants.

Alumni involvement in EHU recruitment campaign is increasing. Alumni panels were organized for EHU's Open Door Days. Alumni speakers helped promote academic programs from which they graduated and the University in general in discussions with prospective students and their parents. Vitebsk and Minsk Alumni Clubs helped organize meetings with prospective students in Belarus and a promotional video featuring alumni was released and is being used for recruitment purposes.

Alumni success stories and statistics are featured in the general University brochure and in an alumni brochure, available in both English and Russian. These are used for recruitment, development, and promotional purposes.

For a selection of alumni success stories, see Table 4.8. in the List of Tables.

As of October 2015, alumni facts have been regularly included into EHU newsletter. A series of weekly interviews with interesting EHU alumni have started in October and will continue during the new academic year. The interviews are featured on EHU website, social media and EHU newsletter. So far there were interviewed Andrei Mayeuski (BA Political Science and European Studies, 2012; cofounder of GlobalHRU, one of the fastest growing Human Resources-focused event and learning companies), Pavel Haluzau (BA Cultural Heritage and Tourism, 2013; owner of Paul's Garage, a company providing video production & expertise). All interviews in Russian can be found here: <http://www.ehu.lt/ru/o-nas/vpuskniki/novosti-i-obyjavlenija>.

The number of EHU alumni mailing list subscribers has significantly increased. It now stands at 1,083 subscribers (up from 774 subscribers). The number of alumni contacts in our database has increased to 1115. The official alumni Facebook group rose from 510 to 646.

Three EHU alumni have been featured in the list of Top 30 Belarusian entrepreneurs in the age category before 30 (compiled by Probusiness.by - [http://probusiness.by/do\\_it/693-top-30-beloruskikh-predprinimateley-ne-starshe-30.html](http://probusiness.by/do_it/693-top-30-beloruskikh-predprinimateley-ne-starshe-30.html)).

## LOCAL AND INTERNATIONAL

### Impact on Belarus

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

Unlike institutions of higher learning in Belarus, EHU encourages the use of the Belarusian language. Students are free to speak and submit papers in Belarusian, if they choose. 6.5% of all the courses are taught in Belarusian, 5.7% of BA courses and 10.9% of MA courses taught in Belarusian. 12% of courses are with Belarusian context, 52% of MA and BA theses are Belarus-focused, 3% of MA and BA theses are written in Belarusian.

89% of full-time teachers are Belarus citizens; more than 60% of the University’s administrative employees are Belarus citizens too.

Since its relocation to Vilnius, EHU has graduated more than 1684 students, mostly Belarusians. Since its founding, the University has graduated nearly 2700 students. More than 60% of these graduates live and work in Belarus. Many of the rest have continued to pursue graduate degrees either at EHU or other universities abroad.

As important as EHU virtual presence has become, EHU 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.

The key EHU activities in Belarus in the 2014-2015 year are:

- The fourth annual *Artes Liberales* art & education project that was held from March 31 to April 17, 2015 at *Ź Gallery* (Minsk) (<http://artes-liberales.by/2015-edition/>).
- The “Roland Barthes – 100” project (Minsk – Vilnius), dedicated to the centenary of famous French thinker Roland Barthes, organized in cooperation with several partners – French Embassy in Belarus, French Institute in Lithuania, art-space “TSECH” (Minsk), Center of Semiotics and Literary Theory (Vilnius University, Lithuania).
- Presentations in spring and summer of 2015 of the new book by the Media Department Associate Professor A.A.Gulyaev “Journalist’s Professional Code” at the several meetings of Belarusian mass media communities (in Gomel, Bobruisk, Svetlogorsk, Mogilev, Brest, Luninets etc.).
- Annual Regular Research Seminar “Contemporary Daseins-analysis” at the Center for Interdisciplinary Research in Human Sciences, Minsk, conducted by Prof. Tatsiana Shchytsova.
- EHU Recruitment Office activities.

- Activities, supported by the EHU Student Service, including a quiz game for students “Pages of Belarusian Heritage”, an informal student club “Let’s Speak Belarusian Together”, concerts of Belarusian bands etc.; the last of the 5 competitions for Mikhas Straltsou (a prominent Belarusian writer) Scholarship, which is awarded for the best essay on Belarus topics in Belarusian language (in collaboration with the Belarusian civil campaign *Tell the Truth! (Havary Praŭdu)*).
- The Student Service cooperation and conducting joint activities with Barys Zvozkau Belarusian Human Rights House, including, among other events, a presentation of the book *Cold Wing of Motherland* by Ales Bialiatski, a Belarusian political activist known for his work with Viasna Human Rights Centre, the vice president of the International Federation for Human Rights, and ex-political prisoner.

One of the most important events of the year, aimed at EHU influence on the development of democracy and civil society in Belarus was the International Forum “(Un)Democratic Belarus: Political Trends & Education as a Tool for Transformation” that was held on September 24, 2015 in Vilnius. It was the first round-table discussion between European Humanities University, Lithuanian Ministry of Foreign Affairs, Konrad Adenauer Foundation, European diplomats, and representatives of Belarusian civil society. The main topic of the Forum was the role of education, Belarusian students receive in atmosphere of academic freedom, towards changing current political and geopolitical situation. European diplomats and civil activists, including Ex-President of the European Parliament, Chairman of the Konrad Adenauer Foundation Prof. Dr. Hans-Gert Pöttering in his video report, Lithuanian Ambassador at Large for Europe's East, Dr. Žygimantas Pavilionis and head of the Freedom House office in Vilnius Vytytis Jurkonis, in their speeches admitted that Belarusian civil society has a great potential, and education is the best tool to wake it up and insured the participants of the Forum that Europe should invest into this process. Belarusian civil activists acknowledged that if EHU becomes a permanent platform to carry out these discussions for the cultivation of Belarusian civil society, that's already going to be a huge merit of the University. EHU President Prof. Anatoli Mikhailov and EHU Rector, Prof. David Pollick spoke about their efforts to reestablish a dialog with representatives of Belarusian civil society, a new strategic development plan, reviewing the management structure and the study process, that helps to expand ties with universities Belarus, Lithuania and other countries, and to work more closely with donors. They underlined that EHU wants to introduce Belarusian civil society representatives to the activities of the University and updated mission and vision of EHU are aimed at expansion of EHU Belarusian activities.

While EHU must, for the time being, operate in exile, it does so while maintaining and, whenever possible, expanding its presence in Belarus. During AY 2014-15 EHU maintained a Minsk-based advisory office as well as the Propilei Preparatory Center, 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.

At the beginning of the 2014–2015 academic year Propilei Preparatory Center (Minsk) developed a stand-alone educational space in the learning environment Moodle in order to: a) increase the coverage of prospective students from other cities in Belarus, b) provide methodological support for courses for low-residence students, c) compliance with the EHU requirements for “new type” courses, and d) expansion of tools used by teachers in the full-time and distance forms. Administration of the learning environment, placement of distance learning courses, video recording components, communication with the audience, etc. was carried out by the staff and faculty of the Center.

Despite of the demographic hole, the Centre was able to avoid a significant reduction in the number of students. That became possible due to the launching of new areas of training – courses on drawing, as well as participation in the EHU events for prospective students. During the 2014–2015 academic year 116 students were involved in training (69 – face-to-face courses, 47 – distance learning courses) of which 64% (74 people) took part in the examinations at EHU and more than half (61 persons) have applied to the University. Students of the Centre showed better results at the examinations, and formed 62% of the new enrolled groups.

Alongside with the prospective students training, Propilei Preparatory Center carried out activities to support low-residence students. During the interview with 1<sup>st</sup> year low-residence students, as well as through e-mail newsletters, Center formed groups in the French language (level «beginner») and English (level «Beginner» and «Pre-Intermediate»), designed to help low-residence students to fit their foreign language skills to the EHU requirements. During the academic year, 41 low-residence students took part in that language courses. As part of the training, students had the opportunity to work with the learning environment in Moodle, where new technical approaches and audio-visual materials were widely used. Center also provided consultations with teachers, master classes and workshops. In total since December 2014 Centre organized 46 events involving more than 200 low residence students. Separately, the activity was organized by the Center within the framework of «Humanities Laboratory»: consultation authors of student projects, seminars «Writing and thinking» at the Propilei Center (in June, September and November 2015), and in the regions of Belarus (Grodno – June, Gomel – September).

Students from Minsk were the majority, but all areas of Belarus were presented at Center courses. The Center had 8 people from Mogilev, 6 from Zhodino, 5 – Grodno, 4 – Brest, 3 – Bobruisk and Polotsk. The share of non-Minsk students in the reporting period for full-time studies was 27 % and distance courses – 88%.

From May 16 to June 13 at the Center entrance tests for EHU were organized. The total number of prospective students who took part in the exams in Minsk was 322 persons: Foreign language test handed 128, Essay – 136, Composition – 58.

Working within the limits of what the authoritarian government of Belarus allows, EHU focuses its development on both a virtual and physical presence in Belarus. EHU's virtual presence in Belarus takes the form of its web-based distance learning offerings as well as other online communications media, including a strong online presence in relevant social media.

Currently, more than 50% of EHU students are studying in Low Residence (distance learning) mode. The vast majority of these students live in Belarus. In the AY 2015-2016, EHU started to create a nation-wide network of tutors inside Belarus who will provide more individualized support to existing students and assist with outreach to prospective students and alumni.

## **International Cooperation**

During the AY 2014-2015 EHU International Relations Office, in cooperation with other units and departments, coordinated and promoted international cooperation at EHU.

One of the main directions of the international activities was the organization of students' and staff mobility using the possibilities of Erasmus+ and Campus Europae (CE) tools.

27 outgoing students used Erasmus+ and CE mobility exchange programs in AY 2014-2015. 20 students have received Erasmus+ grants, 7 students were going for studies with zero grant. 16 mobility participants stayed in receiving institution for 2 semesters, 11 – for one semester.

Most popular Erasmus+ student mobility destinations were: Germany, The Netherlands, Spain, Poland, Finland, Portugal, France, UK, Italy and Russia.

Bilateral exchange opportunities within Campus Europae were quite actively used by EHU students this academic year: movers went to St. Petersburg State University, University of Aveiro, University of Alcalá and University of Lodz.

The breakdown of hosting countries for students' mobility (Erasmus+ and Campus Europae) is provided in the Table 5.1. in the List of Tables.

33 incoming students from 6 partner countries (Turkey, Germany, Spain, Italy, The Netherlands, Kazakhstan) have chosen EHU as their mobility destination.

12 EHU faculty and staff members participated in Erasmus+ mobility program to enhance their professional qualifications, international relations, marketing, and teaching opportunities. Their mobility countries were Germany, Finland, Austria, Latvia, The Netherlands, Sweden and Portugal.

The breakdown of hosting countries for staff mobility is provided in the Table 5.2. in the List of Tables.

In March 2015, EHU applied to the Lithuanian National Erasmus Agency for Erasmus+ KA103 mobility grants for the AY 2015–2016 for 33 students (298 months of mobility) and 20 staff (112 mobility days). In addition, EHU applied to the Agency for Erasmus+ KA107 mobility grants, also for the AY 2015–2016. Mobility has been agreed upon with Pavlodar State University (Kazakhstan) and Novy Sad University (Serbia). The application was successful and EHU students and faculty/staff Erasmus+ mobility exchange for the AY 2015-2016 is supported now from two resources: 1) the European Commission, in the amount of EUR 52,870; 2) Lithuanian State Budget, in the amount of 13,740 EUR.

Since September, 2015 EHU participates in Erasmus+ Key Action 1 for individual higher education mobility with Kazakhstan as a partner country. Faculty and graduate students are invited to participate in mobility exchanges between EHU and South Kazakhstan State University as well as S. Toraighyrov Pavlodar State University. The grant for this program totals EUR 11,965.

In the AY 2014–2015 EHU participated in Lithuanian state scholarships program which covers second-cycle tuition fees and provides applicants with a scholarship. Target audience of the program is graduates from post-Soviet countries, including Belarus. Five EHU students received such scholarships for the AY 2015-2016.

In the reporting period EHU received 7 incoming faculty staff from different countries.

EHU International Office participated in an international fair in Tbilisi, Georgia (ExpoGeorgia 2015). An agreement on bilateral cooperation with Ylija State University in tourism and cultural heritage studies has been arranged and representatives of Ylija State University visited the EHU-hosted Open Doors event at the end of March.

EHU confirmed the admission of two Belarusian students via Lithuania's State Scholarship Program. This program covers second-cycle tuition fees and/or provides applicants with a stipend. The program is

designed for students from post-Soviet countries, including Belarus. EHU currently receives two grants for the MA students totaling EUR 18,652.

EHU has bilateral agreements with 50 universities in all over the world. In addition, an Erasmus+ Multilateral Agreement has been prolonged with the Campus Europae Network (9 Universities) until 2020. The University holds membership in 5 international organizations: European Association for International Education, The European University Association (EUA), Lithuanian Research Library Consortium - LMBA, Language Teachers' Association of Lithuania - LKPA, Lithuanian Distance Education Network – LieDM.

For complete lists of EHU partners, see Table 5.3. in the List of Tables.

## INSTITUTIONAL DEVELOPMENT AND OUTREACH

### Human Resources

At the start of AY 2014-2015, a total of 253 individuals worked in 176.75 FTE positions at EHU. The overall number of faculty positions including MBA and Foreign languages Center was 170 (99 FTE): 77 individuals in 45.3 FTE positions were permanent and akin to full-time positions and 54 % of them are holding PhD. 93 individuals worked in 54.7 FTE part-time positions and 42 of them are holding PhD. 17 professors and 32 associate professors worked at EHU. 95 % of faculty was citizens of Belarus.

The University started this new academic year by strengthening the commitment of the University to its faculty and that of the faculty to the University. New labor policy improved working conditions for faculty, including social benefits in Lithuania, increased full-time academic staff's opportunity to participate in LLP Erasmus, as work contract was one of the prerequisites for participation in this program.

For the first time this year an appraisal system for administrative staff was introduced at EHU.

The end of the AY 2014-2015 was also marked by structural changes in EHU and appropriate staff changes.

On 19<sup>th</sup> September 2014 the General Assembly of the Part-Owners of EHU appointed prof. Gary David Pollick as an acting rector. After search and selection process, on 3<sup>rd</sup> April 2015 the general Assembly of the Part-Owners enacted a decision to appoint prof. Gary David Pollick as a rector. In the document of the Search Committee "Three major challenges to the New Rector of EHU" the need of the University to "flatten" its administrative structure across the University is stressed without multiple vice-rectors and with individual offices taking more responsibility and having more accountability. As a result, 3 positions of vice-rectors were abolished in the new structure.

Considering the difficult financial situation of EHU and the requirements of donors to reduce the maintenance costs of administration by reducing the number of administration staff on 4<sup>th</sup> June 2015 the Governing Board decided to start restructuring the workplace and to approve the new structure of the administration of EHU. The maximum admissible 56.5 number of positions of the administration of EHU was approved. As an immediate result of the decision of the Governing Board, EHU administrative restructuring process and the procedure of restructuring the workplace began. As a result, 22 persons were dismissed.

Restructuration included not only reducing the number of administration staff but also the preparatory work for optimization of the organizational structure of the University. All the administrative functions were thoroughly reviewed. The main changes occurred in the administration of the academic sphere. From 8 subunits of Academic Secretariat 5 independent departments were formed. Foreign Languages Center was merged into the newly established Core Curriculum Center. International relations unit, Research division were abolished and Academic development unit was established. This new unit took over the functions of the abolished subdivisions as well as that of the control of academic quality. EHU publishing house, operating from Minsk, was closed. In the sphere of administration and infrastructure Planning and quality control unit, as well as Secretariat were abolished, the preparatory work for contracting external IT support services was done. Development and communication department was

abolished; its functions were turned over to the newly established Rector's Office. These changes significantly reduced staff numbers. It will affect EHU budget in the AY 2015/2016.

## Quality

In the AY 2014-2015 EHU paid much attention to the education quality management, including its standards, assurance and self-evaluation, for this issue is fundamentally important for a university, working in the EHEA. Equally important there was to develop a mechanism for the quality assurance and control in connection with the comments made by the SKVC Commission concerning this issue during the accreditation process. Accordingly, formed on the principally new basis, EHU Senate charged issue of quality to one of its committees - Academic Policies and Standards Committee (head - Assoc. Prof. Dr. Maxim Timofeev). The Senate, together with the department of planning and quality control of the EHU Administration, coordinated and harmonized their activities in the field in two main areas:

- Comprehensive self-examination of quality, regular report of the EHU departments on the quality of educational courses and academic programs and the development of local (departmental) quality management strategies.
- Revision and improvement of student survey system.

Paragraph 14.4 of the new EHU Statutes sets that: "The annual report on the quality of courses and study programs shall be prepared by the heads of the departments and submitted to the Senate and the University Council for consideration; evaluation process takes place at least every 3 years".

Therefore, the Senate worked out the guidelines for the departments reporting on the quality of educational courses and training programs. This reporting is supposed to have the following interrelated goals:

- Undertake a system analysis of the quality of courses and academic programs as a whole and, in particular, the ways in which teaching is related to research and teacher training.
- Development and proposal of measures that the departments should take in order to further improve the quality of courses and academic programs.

The structure of the report has been proposed by the Senate taking into account the demands made by SKVC, and the goals of the educational process (the structure of the report is not compulsory, it is to be considered as a recommendation):

1. Quality of courses and academic programs:
  - academic degrees and titles of teachers;
  - results of evaluation of the quality of academic programs in the period of accreditation and their achievements (relevant courses (subjects); compliance of students' competences determined in the program with the results of teaching);
  - quality of teaching, including quality of distance learning (development of distance learning courses and tutorage);
  - results of the student survey (information, conclusions, implications);
  - cooperation of teachers in ensuring achievement of academic programs;
  - demonstration of competencies acquired by students in their written work (essays, term papers and dissertations);
  - communication of students and teachers in the educational process;

- encouraging students to share experiences gained in exchange programs, wider dissemination of information, experience and results of students mobility;
  - the evaluation procedures (informing students and teachers, correspondence to the rules); students complaints concerning the results of the evaluation, their resolution;
  - learning environment (special conditions for the acquisition of skills).
2. Coordination of training programs with research (participation of teachers in research projects, participation of teachers and students in scientific conferences, seminars, internships implementation of research results in the educational process).
  3. Professional development of teachers (mobility, internships and training seminars, thesis preparation, application of the results of training to curricula and courses, spread of modern educational practices).
  4. State of the material and technical base on the departments, which affects the improvement of the quality of teaching (communication between teachers, administration and other academic and technical services, classes' peer visiting and reviewing, social security of teachers and students, and others).
  5. Measures for the self-assessment of courses and academic programs quality undertaken by the departments; response to the results of internal and external assessments of the quality of teaching, as well as the measures that the departments intend to take in order to further improve the quality of courses and academic programs.

In October, 2015 all the departments carried out the self-assessment of the quality of educational courses and academic programs over the AY 2014-2015 and presented their reports at the Senate meeting.

Concerning the second area of quality management measures, it is necessary to stress that in the AY 2014–2015 EHU student survey system was revised. A bi-annual student survey was conducted using newly developed student questionnaires and survey procedures. The student survey results are to be used in the Senate's annual quality report, which will be provided in October of a new AY for a previous AY.

For the algorithm of the EHU Student survey procedure and its explanation, see Table 6.4. in the List of Tables.

Alumni questionnaire improvements were made too. Further objectives include the development of an employers' survey. The survey system will be used for monitoring, revision, and improvement of quality of study programs at the University.

Since, in the AY 2014-2015 these new tools of quality assessment were used for the first time, the analysis of their results carried rather informational purposes and was not used as much for drastic changes of the quality assurance system, as for improvement of these tools of assessment.

## Development and Fundraising

The European Humanities University survived its forced closure in Belarus thanks in no small measure to the leadership of the Government of Lithuania, which proposed and mobilized support for EHU's relocation to Vilnius from Minsk. About two-thirds of the University's operating budget derives from the

generous long-term support provided by the European Commission, the Nordic Council of Ministers, the Government of Lithuania, and more than a dozen other governments as well as private foundations, corporations, and individuals. Since 2008, a total of more than EUR 20 million in donations have been provided to the University.

To manage support for the University, the European Commission established the EHU Trust Fund, which processes donations to EHU from governments and other sources (more about the EHU Trust Fund, see Table 6.5. in the List of Tables). The EHU Trust Fund is administered by the Nordic Council of Ministers, itself a major donor that works closely with EHU's Department of Development and senior leadership to secure financial support for the University. The transfer of EHU's Trust Fund Manager Mads Meinert from Copenhagen to Vilnius in spring 2014 further enhanced collaboration between EHU and the EHU Trust Fund through increased opportunities for joint planning and outreach, including especially outreach to donor governments through embassies and visits to national capitals.

The U.S.-based nonprofit organization "Friends of EHU", promotes support for and donations to the University among individuals, especially in the United States and the United Kingdom. The organization was established in 2009 and is led by a group of dedicated U.S.- and U.K.-based supporters (for more information, see Table 6.6. in the List of Tables).

Due to an ongoing review of EHU's finances and strategy, development activities were substantially curtailed during the reporting period.

The University launched its first-ever Annual Fund Appeal in September 2014 with the aim of raising EUR 30,000. Friends of EHU Board Member Marvin Berenblum and EHU Alumnus and Board Member Artiom Anisimov agreed to co-chair the Appeal. During the period of September 2014–January 2015, the University obtained donations and pledges totaling EUR 9,915.

In November 2014, the Department of Development and Communications organized a daylong retreat for members of the EHU Governing Board and the Board of Friends of EHU in Washington. The purpose of the retreat was to discuss what role each board could play in the University's development efforts and ways to strengthen their cooperation. The retreat was organized on the initiative of Friends of EHU Board Member Marvin Berenblum and with the pro bono facilitation provided by Dr. Thomas S. Lyons, Lawrence N. Field Family Chair in Entrepreneurship and Professor of Management at the Zicklin School of Business of Baruch College, City University of New York.

The retreat, which participants agreed yielded valuable ideas and insights, was conducted with the kind support of American Councils for International Education (ACIE) at its offices in Washington, DC. A dinner for participants and special guests was hosted by Governing Board member Gregory Prince, Jr.

A Friends of EHU Scholarship in the amount of EUR 2,000, which was raised by the United Kingdom chapter of Friends of EHU and designated for an EHU PhD student, was awarded to a third-year PhD student based on academic performance, research achievements, and participation in EHU community activities. Three additional Friends of EHU Scholarships, donated by Friends of EHU Board members, were awarded in July, 2015. The six scholarships recipients are:

- Alexandra Lazarenko, Media and Communication: Visual Culture and Creative Industries, BA, 3rd year;
- Anastasiya Konovalova, International Law and European Union Law, LLB, 3rd year;

- Mikita Lahunou, Media and Communication: Visual Culture and Creative Industries, BA, 3rd year;
- Nastassia Yaromenka, Media and Communication: Visual Culture and Creative Industries, BA, 3rd year;
- Barbara Shchuka, Theory and Practice of Contemporary Art, BA, 3rd year;
- Palina Skurko, Historical and Cultural Heritage, MA, 1st year.

The purpose of EHU visits and events in other countries is to increase and strengthen existing connections and cultivate interest and involvement among existing and prospective supporters (steps one and two in the strategic fundraising process of “interest -> involvement -> investment”). Target audiences include Belarusians living abroad and EHU alumni. Events and outreach are designed to continue raising awareness about EHU vital mission and the University need for support. They draw significant attention and interest from audiences that include government officials, EHU alumni, Belarusian diaspora, and other friends and benefactors who recognize the importance of education and academic freedom to a better future for Belarus and the region.

In the reporting period the President, the Rector and other representatives of the managing level made a lot of visits and participated in many events, expanding circle of EHU friends, sharing information about the University and sharing experiences with partners.

Key visits are as follows:

EHU President A.Mikhailov in October, 2014 participated in the conference "Improving undergraduate education in Europe: liberal arts and science colleges", had meetings with representatives of the European Parliament and European Commission (Brussels, Belgium); participated in the conference "Transatlantic communication in case of crisis: a common threat, the different reactions?", organized by the Wilson center (Rome, Italy). In November, 2014 he participated in the conference "Art History and Emergency", organized by the Clark Art Institute in Williamston (Massachusetts) (USA (Williamston, New York, Washington, Boston). In February, 2015 he participated in the meeting with leadership of the Open Society Foundation and other EHU partners (New York, USA); in May, 2015 – in the conference "Do we have any way of privacy?", organized by the BARD College, ICI Berlin, H. Arendt Center, Center for Civic Engagement (Berlin, Germany); in the lecture "The Drama of Belarus: Lessons to be learned" at the Stockholm Institute on Transitional Economics of the Stockholm's School of Economics. In June, 2015 Prof. A.Mikhailov had a number of meetings: with Ken Wollack, President of NDI; with staff members of Senate Committee of Foreign relations; with Senator Ron Johnson, Chairman of Senate Subcommittee on Europe and Regional Security Cooperation; with Tim Rieser, Senate Appropriations Committee; with DAS Rubin (State Department); with DAS Kaplan (State Department); with Janine M. Wynne, Eurasia desk (State department) (Washington, USA) - where future EHU development and funding possibilities were discussed.

In February, 2015 Prof. Mikhailov delivered a lecture "Belarus on the Eve of Presidential Elections" at Circe Russe (small group of experts in East European politics including many ambassadors). The event was organized by Edita and Iris Morris, "Hiroshima Foundation for Peace and Culture", for Prof. Mikhailov Laureate of the 2015 Prize of the Hiroshima Foundation (Stockholm, Sweden).

During the AY 2014-2015 EHU Rector David Pollick participated in:

- conference "Improving undergraduate education in Europe: liberal arts and science colleges", having meeting with representatives of the European parliament and European commission;
- conference "Art History and Emergency ", organized by the Clark Art Institute in Williamston (Massachusetts), having meetings with the members of the EHU Governing Board and "Friends of EHU ", existing and potential partners of EHU;
- seminar hosted by the Bard College and Smolny Institute;
- meeting with EHU partners in USA;
- Bard Network Development Staff Meeting;
- Official visit to the Baltic International Academy;
- Campus Europae meeting;
- reception hosted by the President of ECOVIS ; future development possibilities discussed.

In July, 2015 EHU leadership and high management staff had a meeting with high-ranking officials of the European Parliament and European Commission.

EHU Trust Fund Manager Mads Meinert and Vice-Rector for Development and Communications Darius Udrys visited donors in Hungary, Poland, and Germany. EHU hosted three international delegations in Vilnius that represented donor governments and other supporters. Additional outreach activities, including the EHU Public Conversations series, helped expand EHU in-house database of individuals who have had direct contact with EHU students, faculty, friends, or leaders by 390 new contacts.

## Communications

As EHU continues efforts to cultivate a positive public image, the AY 2014–2015 proved no less challenging than the previous year, when the faculty restructuring process dominated headlines about the University. This academic year the process of selecting a new rector dominated the extensive media coverage of EHU in Belarus. However, faculty achievements, including publication of books by Prof. Aleksandr Feduta, Dr. Natalja Kapoce, and Prof. Almira Ousmanova, as well as public events like the EHU Public Conversations series that featured discussions with noted Russian commentator Artemy Troitsky and EHU Associate Professor and famous Belarusian author Victor Martinovich were widely covered by the media, as well.

Approximately 270 items about EHU appeared in the media during the first part of the AY 2014-2015 — up from approximately 250 during the same period in AY 2013–2014.

Website user numbers have grown by 5% since the same period last year—to 62,000, with page views reaching 378,000. Nearly half of website visitors were from Belarus (45%), followed by Lithuania (19%), Russia (9%), Ukraine (4%), the United States (3%), Germany (2%), and the United Kingdom (2%).

The University's website offers four language versions (Belarusian, English, Lithuanian, and Russian), each of which is tailored to a specific target audience. Website upgrades during the reporting period include improved and expanded photo-albums (a very popular feature) and improved navigation features and information, particularly for prospective students, developed in close cooperation with the Recruitment Office.

EHU continued to build its Facebook (FB) followers group; the number of users who like EHU's official FB page has grown by 59% (from 7,500 to nearly 12,000 "likes"). EHU regularly advertises on FB to raise awareness about the University and its offerings.

A YouTube video featuring EHU students and alumni reflecting on the meaning of freedom and their education at EHU was released.

EHU Recruitment Office produced five videos highlighting and explaining various aspects of the admissions process. Recruitment-oriented media was publicized through EHU's website and social media channels as well as in printed form. These include:

- Updated single-page leaflets about each EHU academic program.
- Updated posters for Russian-speaking schools in Lithuania.
- Updated advertising on the Vilnius-Minsk train unofficially known as the "EHU Express".
- New prospective student registration forms for distribution in high schools.
- New to-do list for participants of Open Doors at EHU.
- New guide for prospective students.
- New banners for adme.ru, kudapostupat.by and Skype placement (total of seven).

Communications staff continued to consult the Recruitment Office and other staff as well as faculty and students University-wide on the development of EHU promotional media and materials in a way that is consistent with the University's brand identity. EHU's brand book with guidelines developed by communications staff is helping the University present a more coherent, unified face to the public.

Bi-monthly e-newsletters with updates about faculty and student achievements as well as other developments at the University continued to be published and circulated in English, Russian, and German to about 2,500 subscribers.

## **BUDGET AND FINANCES**

By the 30th of September, 2015 factual incomes and expenses were at the level of 98% of the planned budget for AY 2014/2015. The implementation of the budget has increased by 14% if compared to the previous academic year mostly due to the full taxation of faculty's contracts and severance payments to the redundant employees.

A detailed Financial Report is provided in Table 7 of the List of Tables.

## **APPENDICES**

## Basic Facts

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

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

**Total Student Body: 1071 students**

932 BA students in High Residence and Low Residence mode

133 Master students

6 PhD students

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

390 students

5 degree programs

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

542 students

6 degree programs

*Master:*

133 students

6 degree programs

*Doctorate:*

6 students

### **Graduates**

1684 since 2006 (Vilnius), and nearly 2700 since 1992

*In 2014-2015:*

96 BA High Residence students

79 BA Low Residence students

52 MA and MBA students

1 PhD degree

### **Institutes, Centers, and Laboratories**

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

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

## **Scholarly Journals**

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

## **Premises**

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

## **Library**

Holdings include more than 16500 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; subscriptions to 20 online databases (most are accessible through the Lithuanian Research Library Consortium project eMoDB.LT2); and other electronic resources. Since the closure of the University in Minsk, thousands of books have been held in storage in Belarus.

In the library, 25 places are available for students to work with books and seven IT-equipped spaces provided for work with e-library and online databases.

In the AY 2014–2015, EHU Integrated Library Information System (ILS) is fully functional. All the library processes (excluding Acquisitions) are processed through the ILS: cataloging, patrons' accounts, circulation, reports etc. From the AY 2014-2015 handling the last process – acquisitions – through the ILS started.

As well as the library e-catalogue with all the pertinent information about the library is regularly updated the library information on the EHU website was revised. Various tutorials for users on how to use data bases, e-catalogue, on information research and retrieval etc. are in the process of preparing.

## **Tuition**

Average tuition rates for Belarusian students were EUR 0–2,500 for BA high residence programs (depending on program); EUR 600–1,000 for BA low residence programs (depending on program); EUR 0–1,500 for Master degree programs (excluding MBA); EUR 1,000 for PhD students (Belarusian origin) and EUR 3,400 for PhD of non-Belarusian origin; and EUR 20 per credit for continuing education.

Nearly all current students received tuition discounts depending on their academic rate if they are Belarusian citizens or permanent residents of Belarus.

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

## **Personnel**

EHU employs a total of 253 staff members for 176.75 FTE (positions), of which 87 are full-time (45.3 FTEs) and 90 part-time (54.7 FTEs) faculty.

## **International Cooperation**

EHU has bilateral agreements with 50 universities in all over the world. In addition, an Erasmus+ Multilateral Agreement has been prolonged until 2020 with the Campus Europae Network (9 Universities).

## **Charters**

Erasmus University Charter

Campus Europae

## **Affiliations**

European Association for International Education

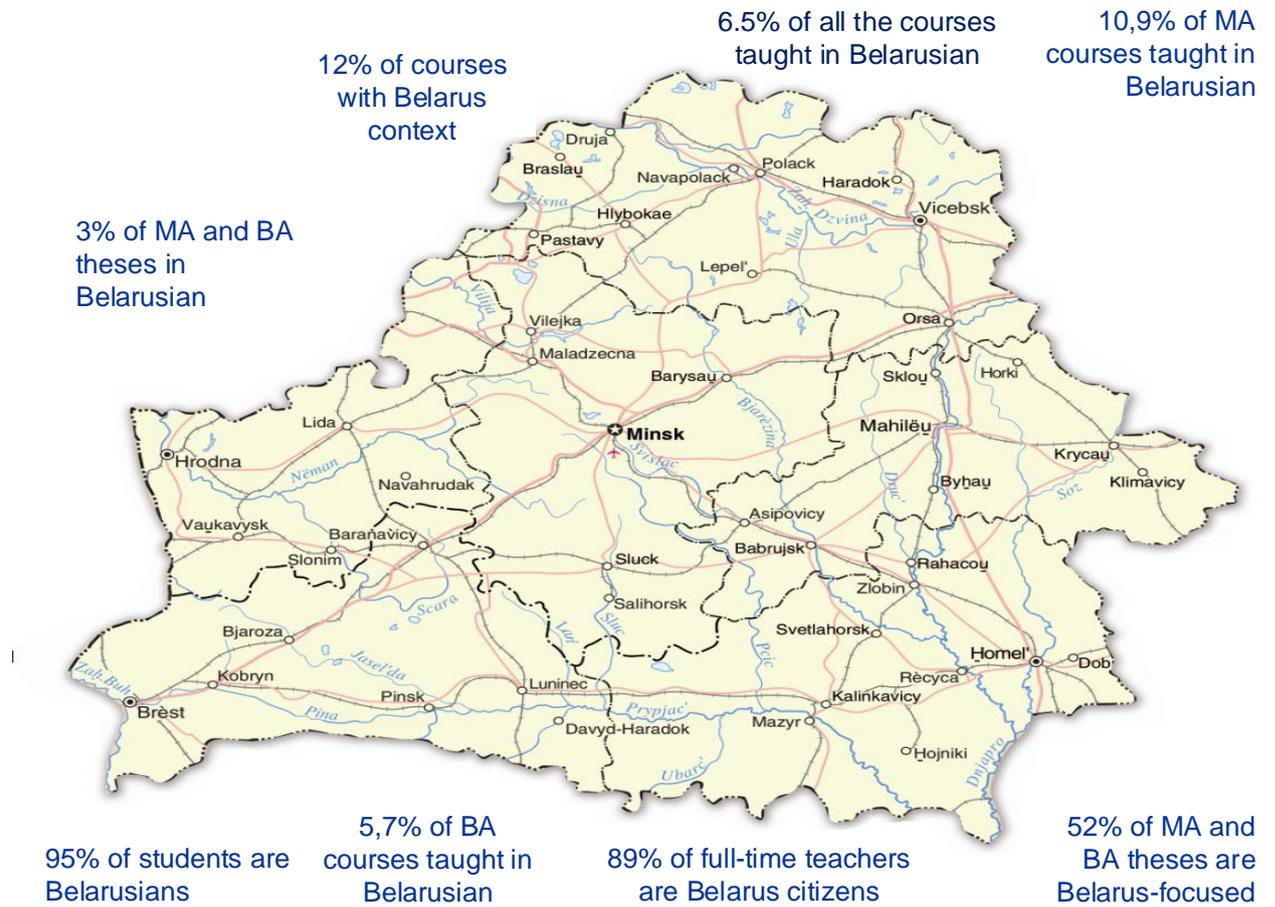
The European University Association (EUA)

Lithuanian Research Library Consortium – LMBA

Language Teachers' Association of Lithuania – LKPA

Lithuanian Distance Education Network – LieDM.

## Belarusian Characteristics



## **LIST OF TABLES**

# 1. Governance

**Table 1. Plan for Strategic Planning**

ID	Task Name	Notes	Qtr 2, 2015			Qtr 3, 2015			Qtr 4, 2015			Qtr 1, 2016			Qtr 2, 2016			Qtr 3, 2016		
			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	<b>Mission</b>																			
2	Ideas from students, teachers, administrative staff, alumni and other external stakeholders																			
3	Draft preparation by strategic planning committee (SPC)																			
4	Draft presentation to the Senate, the Governing Board and Donor's Assembly																			
5	Final Mission																			
6	<b>Vision and Values</b>																			
7	Ideas from students, teachers, administrative staff, alumni and other external stakeholders																			
8	Draft preparation by strategic planning committee																			
9	Draft presentation to the Senate																			
10	Final Vision and values																			
11	<b>Strategic Plan</b>																			
12	Drafting the procedures for the developing and reviewing of the SP																			
13	SP development procedure	The Development Procedure should be inclusive and should enshrine the detailed provisions on stages, actors, their role, and the manner in which consultations should be conducted and taken into account in a drafting process																		
14	SP review procedure	The Review Procedure does not need to be as complicated and inclusive. It could include: (i) access the progress on a yearly basis, (ii) discuss the progress with the participation of responsible/interested university subdivisions, (iii) implement corr...																		
15	<b>Strategic planning analysis</b>																			
16	Reporting or Internal Audit on the EHU activities in 2013-2015	reports on academic, administrative, research, financial and international relations issues discussed at the Senate or Committee meetings																		
17	Draft by SPC on analysis of internal environment	(culture, key stakeholders, employees, org. structure & management, operational efficiency and capacity, financial resources, students and programs, current results and experience, identity perception, study quality, research & science achievements, in...																		
18	Draft by SPC on analysis of external environment =P EST analysis	(social changes, technology, economic, cultural, and political environment, industry specifics as competitors, potential students, market trends, partners, international/local cooperation, entrepreneurship)																		
19	Share results with students, teachers and administrative staff. Communication with Belarusian social partners and civil society																			
20	Summary SWOT by SPC																			
21	<b>Analysis of possible development scenarios for EHU (Independency versus part of other institution; International versus Regional; BY vs LT)</b>																			
22	Elaboration of the possible scenarios with the key instruments of its implementation. Analysis of the inputs-outputs, risks, mission adjustments, actors and institutions involved conducted by SPC																			
23	Consultations regarding the development scenarios with students, faculty and administrative staff, as well as external stakeholders. Analysis of the results of consultations																			
24	Selection of scenario by SPC in accordance with vision and mission. SWOT review and refinement																			
25	Draft presentation to the Senate and GB meetings																			
26	<b>Define Core (and supporting) strategic directions, set goals and objectives</b>																			
27	Focus groups with students, teachers, administrative staff, alumni and other external stakeholders about the strategy, goals and objectives (how the chosen scenario will be implemented or improved)																			
28	Draft preparation by strategic planning committee (SPC)																			
29	Draft presentation to the Senate																			
30	<b>Set indicators for goals and objectives, responsible people, resources and implementation schedule</b>																			
31	Draft preparation by strategic planning committee (SPC)																			
32	Share results with students, teachers and administrative staff																			
33	<b>Final Strategic plan</b>																			
34	Presentation to the Senate, and to the EHU community																			
35	Presentation to the Governing Board and donors, GAPO approval																			

## 2. Enrollment Trends

**Table 2.1. Application Numbers**

Mode of study	Applied for Academic Year						
	2015–2016	2014–2015	2013–2014	2012–2013	2011–2012	2010–2011	2009–2010
BA High Residence	109	152	158	194	234	235	269
BA Low Residence	96	315	315	332	526	497	599
Master	96	87	113	134	97	60	116
PhD in Philosophy	n/a	1	3	6	4	n/a	n/a
<b>Total</b>	<b>301</b>	<b>555</b>	<b>589</b>	<b>666</b>	<b>861</b>	<b>792</b>	<b>984</b>

**Table 2.2. Enrollment by Program**

Program	No of Students Enrolled	Average Rate of Students Enrolled
<b>BA High Residence</b>	<b>88</b>	<b>8.95</b>
Cultural Heritage	14	8.96
International Law and EU law	13	8.98
Media and Communication	24	9.43
Visual Design and Media	21	8.68
World Politics and Economics	16	8.44
<b>BA Low Residence</b>	<b>57</b>	<b>8.10</b>
Cultural Heritage	7	8.05
International Law and EU law	7	7.95
Media and Communication	20	8.27
Visual Design and Media	23	8.02
<b>MA</b>	<b>64</b>	<b>8.47</b>
Cultural Studies	23	8.60
Historic and Cultural Heritage	12	8.81
International Law and European Law	12	8.32
Public Policy	17	8.18

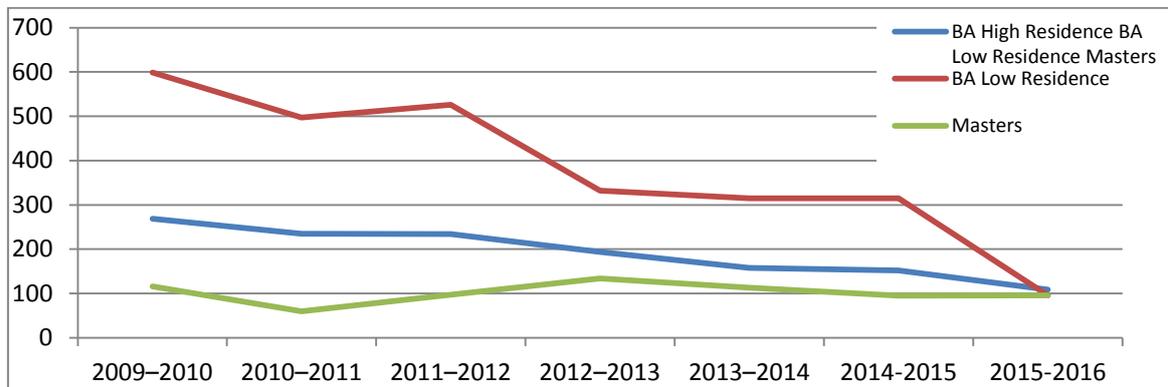
**Table 2.3. Origin of BA High Residence Applicants**

Mode of study	No of Applicants				
	Belarus	Lithuania	Ukraine	Russia	Other
BA High Residence	97	7	n/a	2	3
BA Low Residence	94	1	n/a	1	n/a
Master	84	n/a	5	3	4
<b>Total</b>	<b>275</b>	<b>8</b>	<b>5</b>	<b>6</b>	<b>7</b>

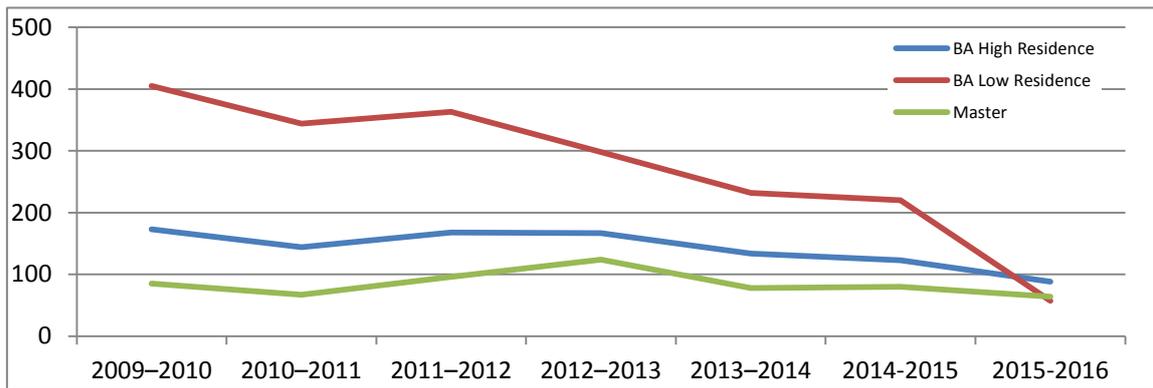
**Table 2.4. First-Year Admission Trends**

Mode of study	No of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
BA High Residence	88	123	134	167	168	144	173
BA Low Residence	57	220	232	298	363	344	405
Master	64	80	78	124	96	67	85
PhD in Philosophy	n/a	n/a	2	3	3	n/a	n/a
<b>Total</b>	<b>209</b>	<b>423</b>	<b>446</b>	<b>592</b>	<b>630</b>	<b>555</b>	<b>663</b>

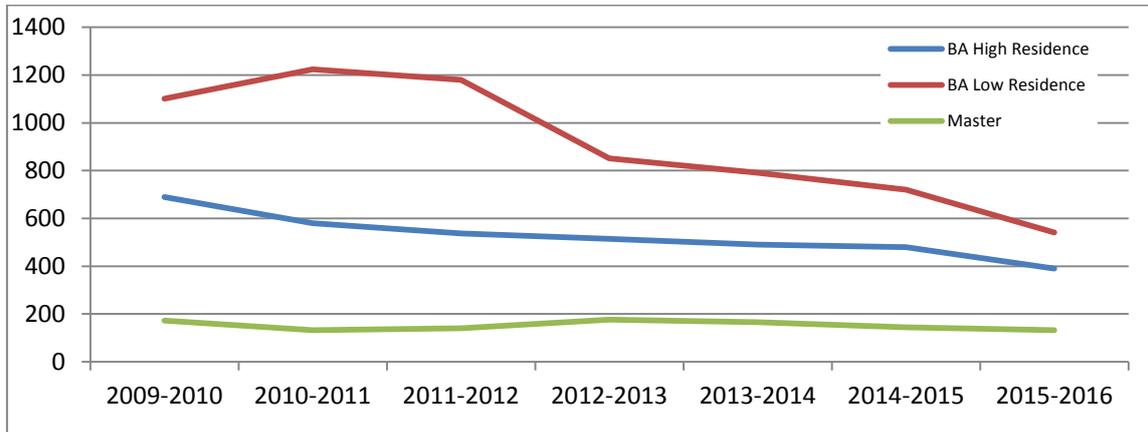
**Table 2.5. Applications to EHU**



**Table 2.6. Admissions**



**Table 2.7. Enrollment**



**Table 2.8. Number of Students by Mode of Study**

Mode of study	No of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
BA High Residence	390	480	490	514	537	580	690
BA Low Residence	542	720	791	852	1,180	1,224	1,101
Master	133	145	166	177	141	133	172
PhD in Philosophy	6	7	8	6	3	n/a	n/a
<b>Total</b>	<b>1,071</b>	<b>1,352</b>	<b>1,455</b>	<b>1,549</b>	<b>1,861</b>	<b>1,937</b>	<b>1,963</b>

**Table 2.9. Student Body by Gender and Citizenship**

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

**Table 2.10. BA High Residence Students by Program**

Program	No. of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Cultural Heritage	82	108	97	100	97	105	116
International Law and EU Law	69	101	104	107	100	98	112
Media and Communication	126	155	178	189	172	172	189
Visual Design and Media	96	105	94	93	103	102	106
World Politics and Economy Studies	17	n/a	n/a	n/a	n/a	n/a	n/a
Political Sciences and European Studies	n/a	11	17	21	41	44	54
<b>Total</b>	<b>390</b>	<b>480</b>	<b>490</b>	<b>514*</b>	<b>537*</b>	<b>580*</b>	<b>690*</b>

\* Includes students of programs closed to new admissions

**Table 2.11. BA High Residence Students by Year of Study**

Study Year	No. of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
1 <sup>st</sup>	88	123	136	167	165	147	173
2 <sup>nd</sup>	97	113	138	145	127	149	207
3 <sup>rd</sup>	90	129	127	97	121	152	155
4 <sup>th</sup>	115	115	89	105	124	132	155
<b>Total</b>	<b>390</b>	<b>480</b>	<b>490</b>	<b>514</b>	<b>537</b>	<b>580</b>	<b>690</b>

**Table 2.12. BA Low Residence Students by Program**

Program	No. of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Cultural Heritage	101	153	163	168	207	202	189
International Law and EU Law	78	106	123	180	214	234	204
Media and Communication	167	212	232	191	304	299	233
Political Sciences and European Studies	8	12	27	33	98	103	110
Theory and Practice of Modern Art	11	26	37	75	124	133	122
Visual Design and Media	177	211	209	205	233	253	231
<b>Total</b>	<b>542</b>	<b>720</b>	<b>791</b>	<b>852</b>	<b>1,180</b>	<b>1,224</b>	<b>1,101*</b>

\* Including students of programs closed to new admissions

**Table 2.13. BA Low Residence Students by Year of Study**

Study Year	No. of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
1 <sup>st</sup>	63	220	244	307	450	460	404
2 <sup>nd</sup>	122	136	158	173	242	386	428
3 <sup>rd</sup>	116	135	161	124	264	226	180
4 <sup>th</sup>	118	138	106	154	148	120	67
5 <sup>th</sup>	123	91	123	94	76	32	21
<b>Total</b>	<b>542</b>	<b>720</b>	<b>792</b>	<b>852</b>	<b>1,180</b>	<b>1,224</b>	<b>1,101</b>

**Table 2.14. Master Students by Program**

Program	No of Students						
	September 30, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Culture Studies	36	44	60	67	48	49	65
Existential Psychology	8	11	0	n/a	n/a	n/a	n/a
Historic and Cultural Heritage	19	24	33	32	21	24	28
International Law and European Law	21	25	27	32	26	19	26
MBA	26	31	40	21	22	22	12
Public Policy	23	10	6	25	24	19	15
<b>Total</b>	<b>133</b>	<b>145</b>	<b>166</b>	<b>177</b>	<b>141</b>	<b>139*</b>	<b>172*</b>

\* Including students of programs closed to new admissions

**Table 2.15. Graduates per Year**

Type	Academic Year						
	2014-2015	2013-2014	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009
BA High Residence	96	69	102	114	120	137	108
% of enrollment	57%	48%	43%	48%	57%	n/a	n/a
BA Low Residence	79	108	89	75	31	5	5
% of enrollment	23%	27%	24%	20%	n/a	n/a	n/a
Master	52	54	53	42	59	48	75
% of enrollment	67%	41%	79%	63%	69%	27%	54%
<b>Total</b>	<b>227</b>	<b>231</b>	<b>244</b>	<b>231</b>	<b>210</b>	<b>190</b>	<b>188</b>

**Table 2.16. Graduates per Program**

Program	Number of graduates
<b>BA High Residence</b>	<b>96</b>
Cultural Heritage and Tourism	24
International Law	20
Media and Communication	28
Media and Visual Design	15
Political Sciences and European Studies	9
<b>BA Low Residence</b>	<b>79</b>
Cultural Heritage and Tourism	22
International Law	19
Media and Communication	18
Media and Visual Design	11
Political Sciences and European Studies	4
Theory and Practice of Modern Art	5
<b>MA</b>	<b>52</b>
International Law and European Law	11
Culture Studies	14
Heritage Historic and Cultural Heritage	9
MBA	18

### 3. Education and Research

**Table 3.1. Main activities of the Department of Law in the AY 2014-2015**

- Work of the Doctoral Seminar, an informal seminar, where current research works of the personnel of the Department are discussed.
- Publishing the international journal “*Journal of Constitutionalism and Human Rights*”.
- Support for the following student research activities:
  - Publication of the journal *Jus Gentium*
  - Participation in EHU’s Annual Student Conference (three sections: “Constitutionalism and legal instruments to protect human rights in countries of Central and Eastern Europe”, “Prospects for the development of private law in the European Union and the CIS”, “The right to oblivion: the social and legal practices, and mechanisms of constructing the post-Soviet gap”)
  - Participation in Jessup Moot Court competitions and a project to share Moot Court experiences with all EHU law students
  - participation in the programs of international students’ mobility. In the Erasmus+ mobility program in the AY 2014-2015 8 students participated in the exchange, in Campus Europae program in the AY 2014-2015 two students participated.
- Collaboration with Glasgow University (course on “European Human Rights”) and Colorado University (with Professor J. Kelly: “Negotiations, Legal Writing”).
- Developing a collection of literature in European and International Law in addition to the rights the University already has to the use the electronic library of the project “Educating Lawyers in International Law” (lead partner: Freedom House Norway).
- Seminar (with Council of Europe support) for the students of EHU “European Human Rights Law training” (June, 2015).
- The 3d NELCEE CONSULTATION at European Humanities University in Vilnius Lithuania 17th-18th of October 2014 “Christian theology in a new key: Practical Examples, Innovative Models and Modern Challenges of the ecumenical learning and theology in Central and Eastern Europe. The ‘Orthodox Handbook on Ecumenism’ as a case study” (Prof. Oleg Bresky’s report).
- “Human Rights and Dirty War” EHU – Nordic Summer University winter conference. March 27-29 2015, Vilnius.
- “COSMOPOLITANISM, CITIZENSHIP AND HUMAN RIGHTS” EHU – Nordic Summer University session - Druskininkai, Lithuania, 18-25 of July, 2015.
- Organizing the Study Circle 5: International Relations and Human Rights – the Joint Venture Between NSU and EHU with support of the Nordic Council (2014-2016).
- The projects with the Human Rights houses network (Norway), "International Law in Advocacy" (2009-2015), Electronic Human Rights Education for Lawyers (2009-2015).

- Foundations of Russian Law and Legal System. Textbook for Hurt Publishing House – University of Helsinki. 2013-2015 University of Helsinki.
- Open lecture by Associate Prof. Konstantin Ivanov “The Common Market and competition law of the European Union.” "International Autumn Economic School" October 29, 2014. Training Center consulting company ABConsult Plus OÜ (Tallinn, Estonia).
- Open lectures and interviews by Prof. Oleg Bresky: Open Lecture "The basis of the Human Rights" at the 4th session of the training for participants in the project “Bring International Standards Home” (BISH) February 28, 2014 - The Belarusian Human Rights House in Vilnius; Open Lecture "Constitutionalism, integration and regional policy in the EU and the CIS," December 11, 2014 Faculty of Law, The High School of Economics (Moscow, Russia); "Education of law students of Yerevan State University is based on Belarusian law" interview with Yurkatalog June 11, 2015 <http://www.jurcatalog.by/news/47122/oleg-breskij-obrazovanie-studentov-yuristov-egu-baziruetsya-na-belorusskom-prave>; “Žmogaus teisės yra tam tikras procesas”. Interview from NSU in a weekly magazine TV Savaite 12-08-2015.

**Table 3.2. Main activities of the Department of Social Political and Sciences in the AY 2014-2015**

1) Curricular Activities:

- workshops on unusual topics in Political Sciences – “Third Sector in Belarus: definitions, academic and political inputs” (26.11.2014), “Advocacy in Belarus: possibilities and perspectives” (28.01.2015);
- socio-linguistic workshop «Social and Political Sciences in Belarusian» (27.11.2015);
- the official start by the kick-off meeting in Brussels (15.09.15) of the HONEST project (HORIZONS 2020), in which EHU, represented by the Department faculty, is a Partner Institution.

2) Outreach Activities:

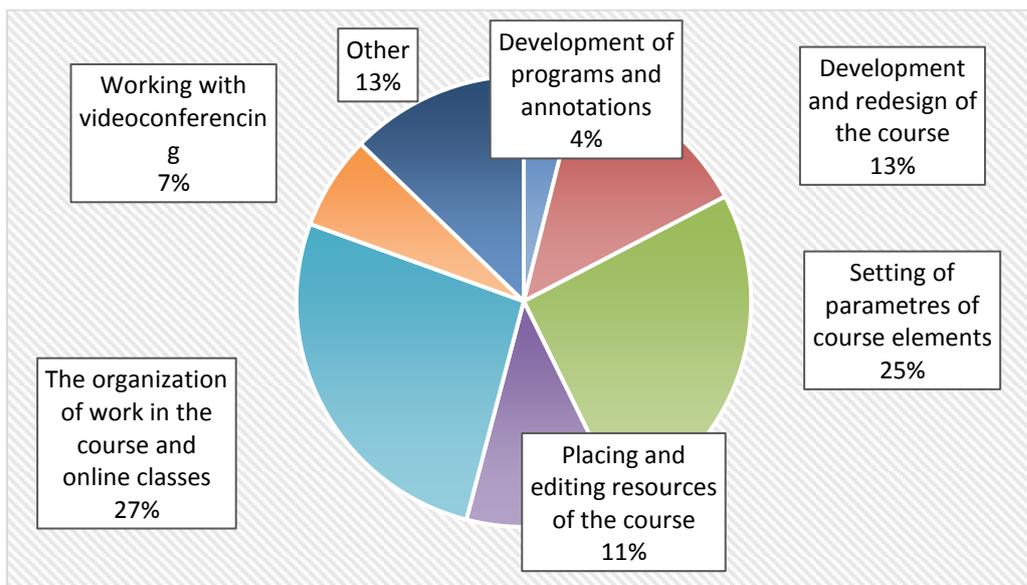
- the Department Associate Professor Victor Martinovich was a visiting fellow at the Institut für die Wissenschaften vom Menschen, Vienna. (September-November, 2014)
- the Department lecturer Uladzislau Ivanou presented a lecture “The last Mohicans: Gender, Age and Keeping the Old-Believers Identities” within «Gender age»: events organized by Center for Gender Studies, EHU- ARTES LIBERALES 2015 (Minsk, 08.04.2015)
- Associate Professor, Head of the Academic Department of Social and Political Sciences Andrei Stsiapanau presented a lecture “Chernobyl never existed” or invisible side of the peaceful atom” within EHU- ARTES LIBERALES (Minsk, 14.04.2015)
- the faculty organized the round table about the consequences of the Chernobyl Disaster for Belarus and the challenges for social sciences and scientists organized by Belarussian Oral History Archives (Minsk, 06.04.2015)
- the Department lecturer Uladzislau Ivanou as a tutor took part in the project “Mastership of Public Speech” organized for Belarusian pro-democratic parties in cooperation with the Konrad-Adenauer-Stiftung (KAS) in June, 2015 in Vilnius

- the Department lecturer Dr. Tatsiana Chulitskaya took part in International Congress of Belarusian Studies-4 with report “Social Services’ Sector in Belarus: the State of the Art, Problems and Prospects”, Kaunas, Lithuania, October 3 – 5, 2014
- the Department lecturer Dr. Tatsiana Chulitskaya took part in “Scholars at Risk’s (SAR) annual Monitoring Workshop”, Campus of the University of Geneva, June 3-5, 2015
- the Department faculty took part in International Conference Commemorating the 25th Anniversary of the First Democratic Elections in Czechoslovakia Following the Fall of Communism, June 8-9, 2015, Ministry of Foreign Affairs of the Czech Republic
- Associate Professor, Head of the Academic Department of Social and Political Sciences Andrei Stsiapanau and Dr. Tatsiana Chulitskaya presented their Public lectures at School of the Young managers in Public Administration (SYMPA) (March, 2015 Minsk, Belarus)
- the Department Associate Professor Victor Martinovich delivered his Open lecture “Marc Chagall. The looser? Thought on his second Vitebsk period” at Vienna's Institute for human sciences (November, 2014)

3) Extra-Curricular Activities:

- socio-linguistic contest among EHU students about the translation from English to Belarusian (January-February, 2015, EHU, Vilnius)
- Political Readings of the Feminist texts (9.03.15, 23.03.15, EHU, Vilnius)
- French-Belarusian-English Dictionary, common project of the Belarusian Diaspora in London and Uladislau Ivanou (during the year)
- Annual Regular Research Seminar “Contemporary Daseinsanalysis” at the Center for Interdisciplinary Research in Human Sciences, Minsk (Prof. Tatsiana Shchytsova)

**Table 3.3. DLC staff consultations**



**Table 3.4. Research-Related Events (list)**

Event	Date	Location
International research seminars “Colloquium Vilnense” with the focus on “Violence and Social Change in Lithuania, Belarus, and Central-Eastern Europe in the 20th Century”- EHU’s <a href="#">Center for German Studies</a> and Vilnius University’s (VU) <a href="#">Faculty of History</a>	29/10/2014, 12/11/2014, 19/11/2014, 26/11/2014, 02/12/2014, 10/12/2014, 04/02/2015, 12/02/2015, 18/02/2015	Vilnius
“Political Fall Academy 2014: Perspectives of European Integration”	22- 26/10/2014	Frankfurt am Main, Germany
International conference on ecumenical learning. “Christian Theology in a New Key: Examining Practical Examples and Innovative Models for Ecumenical Learning and Theology in Central and Eastern Europe: The Orthodox Handbook on Ecumenism as a Case Study” will be organized together with the Network for Ecumenical Learning in Central and Eastern Europe (NELCEE) and Issa Institute (Vilnius).	15-16/ 10/2014	Vilnius
PhD Conference in Philosophy “Sharing Experience: Norms, Values, and Interactions”	13–14/ 10/2014	Vilnius
International workshop on the Internalization of Higher Education in the Baltics, Central and Eastern Europe.  The EHU <a href="#">Center for German Studies</a> and <a href="#">International Office</a> , DAAD	18/12/2014	Vilnius
A documentary film “ <a href="#">Ethnic Kitchen</a> ” screening followed by a discussion with the film’s Lithuanian director, Aistė Ptakauskė.  <a href="#">Center for Gender Studies</a>	4/12/2014	Vilnius
<a href="#">EHU Public Conversations</a> with Dovydas Duoblys “Nordic	1/12-15/1/2015	Vilnius

path to Success”/ Artemy Troitsky “Russia today”		
Public discussion with the Executive President of the <a href="#">Atlantic Council</a> Damon Wilson on European security	15/1/2015	Vilnius
An international workshop on post-industrial cities in the Baltics “Cultures of shrinking” in post-industrial towns. Organizers: <a href="#">Laboratory for Critical Urbanism</a> and its partners, the <a href="#">Estonian Academy of Arts</a> , the <a href="#">Herder-Institute Marburg</a> , the <a href="#">Lithuanian Social Research Centre</a> , <a href="#">Archfondas.lt</a> , and the EHU <a href="#">Center for German Studies</a> . It is supported by the <a href="#">Deutsch-Baltisches Hochschulkontor Riga</a> and the <a href="#">German Academic Exchange Service</a> (DAAD).	24–26/2/2015	Visaginas
Public conversation with Dr. Victor Martinovich on the life of the famous Belarusian-born painter <i>Marc Chagall</i> in Minsk in 2000 completed it last year in Vienna at the Institute for Human Sciences. The results will be published in his forthcoming book <i>Rodina: Marc Chagall in Vitebsk in 1914-1920</i> , available in August from EHU Press.	17 /2/2015	Vilnius
Public discussion of the Soviet-Afghan War of 1979–1989 from a transnational perspective, especially in terms of strategies for (re)integrating veterans during a two-day workshop at the European Humanities University. Scholars from Germany, Switzerland, Ukraine, the United Kingdom, and Vilnius will focus on the experiences of veterans from military conflicts in Afghanistan, Tajikistan, Ukraine, Belarus, Russia, Lithuania, and Germany. The workshop is organized by the EHU <a href="#">Center for German Studies</a> with support by German Academic Exchange Service.	12–13/2/2015	Vilnius
The fourth annual <a href="#">ARTES LIBERALES</a> art & education project at Ÿ Gallery (Minsk). ARTES LIBERALES features approximately 50 events: exhibitions, lectures, discussions, workshops, presentations, performances, concerts, and film screenings. <a href="#">Time Code</a> is the theme of Artes Liberales 2015.	31/3-17/4/2015	Minsk
International seminar on " <a href="#">Human Rights and Dirty War</a> ". Organizers: European Humanities University (EHU) together with the <a href="#">Nordic Summer University</a> in the frame of the three-year <a href="#">Study Circle on International Relations and Human Rights</a> .	27-29/03/2015	Vilnius

Public event “2015 in Belarus: When Geopolitics Trump Democratic Values” at the European Information Office of the Lithuanian Parliament	March 25/2015	Vilnius
International seminar series on “Religion and Citizenship” at European Humanities University (EHU) together with <a href="#">Mykolas Romeris University</a> , <a href="#">Vytautas Magnus University</a> , the <a href="#">Lithuanian University of Educational Sciences</a> , and the Issa Institute	18/03/2015, 26/03/2015, 15/04/2015, 30/04/2015, 06/05/2015, 13/05/2015 27/05/2015	Vilnius
The Project “ <a href="#">Days against homophobia and transphobia at EHU</a> ”.  The event is institutionally supported by <a href="#">Center for Gender Studies</a> (Lithuania).	23-24/04/2015	Vilnius
<a href="#">Colloquium Vilnense</a> : > “Contextualizing Belarus: Belarusian Studies as Interdisciplinary Area Studies.	26–27/05/2015	Vilnius
<a href="#">Student conference “Europe 2015. Effect of perestroika: regimes and risks of polyphonic knowledge”</a> >  Annual international student academic conference for undergraduate and graduate students “Europe 2015. Effect of perestroika: regimes and risks of polyphonic knowledge”.	15/05/2015 – 16/05/2015	Vilnius
<a href="#">Public Conversation “Popularising Urbanism: Vilnius, Warsaw, Minsk”</a> >  EHU Lecturer Dr. Benjamin Cope and Minsk-based urban activist and EHU alumnus Andrei Karpeka discussed new ways in which critical urbanists seek to understand these transformations and mobilize urban resources in response to contemporary social challenges.	11/05/2015	Vilnius
<a href="#">Summer Language School</a> 	05/07/2015 – 18/07/2015	Vilnius

Nordic Summer University in Druskininkai 2015	18/07/2015- 25/07/2015	Druskininkai
The Caucasus, and Central Asia conference at Vilnius University (VU) with the support of the EHU Center for German Studies.	27/08/2015 – 29/08/2015	Vilnius
<a href="#">“Mapping Visaginas”, a summer school on sources of urbanity in post-industrial cities</a>  Students from Germany, Belarus, and Lithuania are invited to apply to “Mapping Visaginas,” the summer school organized by the European Humanities University’s (EHU) Laboratory of Critical Urbanism.	20/09- 3/10/2015	Vilnius
<a href="#">Fall Academy 2015: 25 Years of Reunification. The German Transition in the Eyes of Belarusians</a>	6-10/09/2015	Vilnius
Annual Regular Research Seminar “Contemporary Daseinsanalysis” at the Center for Interdisciplinary Research in Human Sciences, Minsk (Prof. Tatsiana Shchytsova)	December, 2014 and July, 2015	Minsk

**Table 3.5. Research-Related Events (figures)**

Type of event	Belarus	Germany	Lithuania	Total
Conference			4	4
Workshop			2	2
Public Lecture/ Debate			6	6
School / Academy		1	5	6
Seminar	2		17	19
Other	1		3	4
<b>Total</b>	<b>3</b>	<b>1</b>	<b>37</b>	<b>41</b>

**Table 3.6. Research Publications by Type**

	Total Number
Scientifically-Recognized Foreign Journals	25
Other Foreign Publications	42
Editions in Belarus	35
Editions in Lithuania	7
EHU Press	28
<b>Total</b>	<b>137</b>

**Table 3.7. Research Publications by Language**

Language	Total Number
Russian	69
Belarusian	25
English	36
Other	7
<b>Total</b>	<b>137</b>

**Table 3.8. Research Publications by Type**

Type	Total Number
Monographs, Studies, Theoretical Work	9
Research Articles	123
Other	2
Educational Texts	3
<b>Total</b>	<b>137</b>

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

**Table 3.9. Publications of EHU Press (List of Books and Periodicals)**

- *Европа-2014: гуманитарное знание между прошлым и будущим*: сб. науч. тр. / ред.кол. : Г.Я. Миненков (отв. ред.) [и др.]. – Вильнюс : ЕГУ, 2015.
- Щитцова, Т., Глухова, И., Кебуладзе, В., Николова, Е., Оришеваб О. *Ты хочешь поговорить об этом? Новая психологическая культура в постсоветской Беларуси и Украине* / сост., науч. ред. Т.В. Щитцова. – Вильнюс : ЕГУ, 2014.
- Осин, Вадим, Зеленски, Анжела, Шуляк, Сергей. *Власть и знание на постсоветском пространстве: политический режим, научная степень, идеология и карьера в Украине и Молдове*. – Вильнюс : ЕГУ, 2014

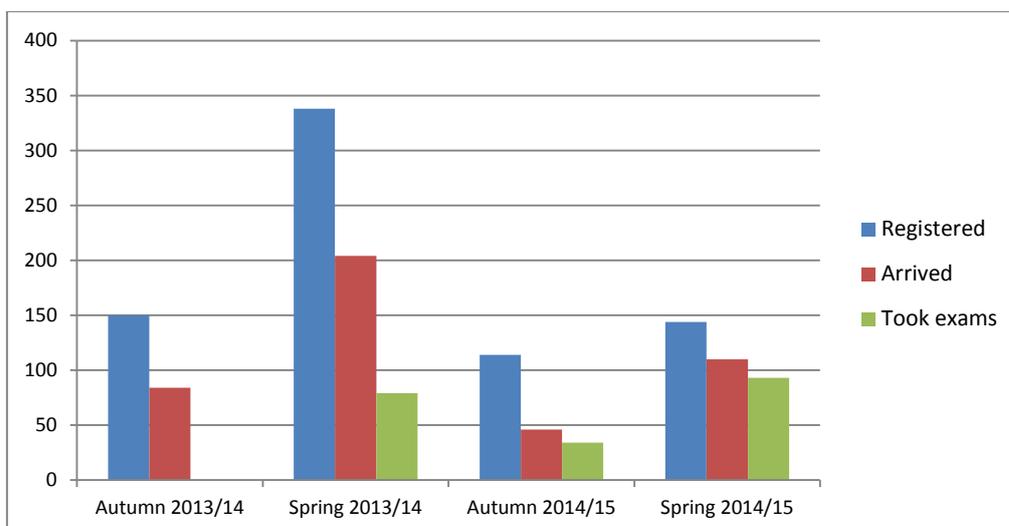
- Капоче, Наталья. *Поэтика писем Марины Цветаевой*. – Вильнюс : ЕГУ, 2014.
- Сорочан, О., Кошелева, Н., Росецкая, Ю., Филип, Н., Ливицки, О. *Стратификация и средний класс в Восточно-Европейском Пограничье* / Под ред. О. Сорочан. – Вильнюс : ЕГУ, 2014.
- Кебуладзе, Вахтанг, Дзядевич, Татьяна, Козаченко, Надежда, Лаврухин, Андрей, Менжулин, Вадим, Огаркова, Татьяна, Панафидина, Оксана, Шрамко, Ярослав. *Политики знания и научные сообщества* / Под ред. В. Кебуладзе. – Вильнюс : ЕГУ, 2014. – 210 с.
- Дзярнович, Олег, Бырлэдяну, Виржилиу, Тимошенко, Леонид. *Сны о Византии? Место цивилизационного и культурного наследия Византии в регионе Пограничья Центрально-Восточной Европы*. – Вильнюс : ЕГУ, 2014.
- *Религиозные организации в общественном пространстве Беларуси и Украины: формирование механизмов партнерства* / Н. Кутузова, Л. Филипович [и др.]. – Вильнюс : ЕГУ, 2014.
- *Динамика ценностно-нормативной системы и жизненные шансы: опыт постсоветской трансформации в Пограничье*: кол. моногр. / Е.С. Мурадян [и др.]. – Вильнюс : ЕГУ, 2014.
- Першай А. *Семантика пола : репрезентация гендерных отношений во фразеологии*. – Вильнюс: ЕГУ, 2014
- *Беларусь в европейском контексте: актуальные дискуссии о националстроительстве*. – Вильнюс : ЕГУ, 2014. – 195 с.

#### Periodicals

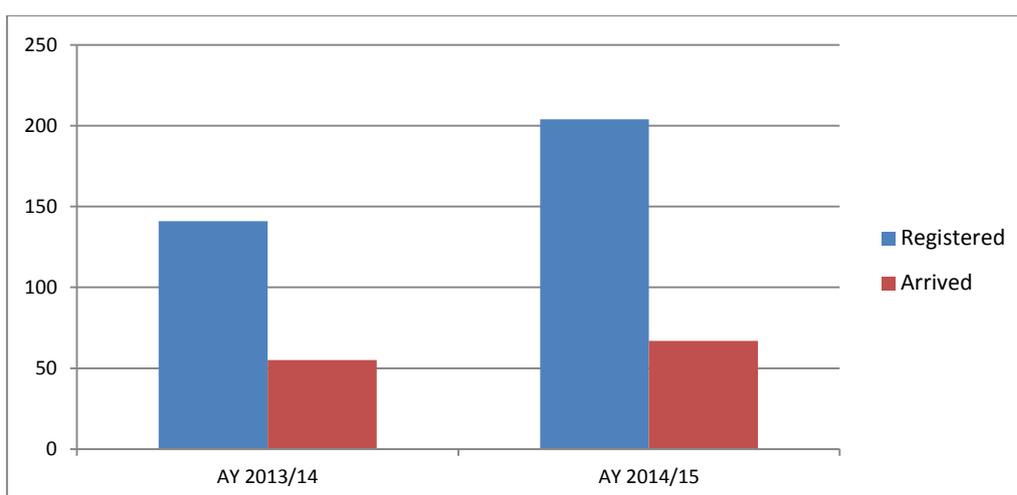
- Journal ТОПОС (“*Toros*”) № 1, 2014
- Journal of Eastern Borderland Studies «Перекрёстки» (“*Crossroads*”) № 1-2/2014.
- Journal «Беларускі Гістарычны Агляд» (“*Belarusian Historical Review*”), vol. 21 (40-42), 2014
- Журнал конституционализма и прав человека / «*Journal of Constitutionalism and Human Rights*», № 1-2, 2014; № 1-2, 2015
- Journal «Цайтшриффт» (“*Tsaytshrift*”), № 4, 2014

## 4. Students

**Table 4.1. Numbers of young Belarusians involved in EHU recruitment (Open Doors)**



**Table 4.2. Numbers of young Belarusians involved in EHU recruitment (Master's Colloquium)**



**Table 4.3. List of cultural and social projects were implemented with the support of Student Service**

Title	Type	Student	Major	Year	Form of study
Pages of Belarusian heritage	entertaining	Dzianis Kuchynski	Cultural heritage and tourism	3	HRS
Melotrack at EHU (musical game)	entertaining	Hanna Filistovich	International Law	1	HRS
Rays of kindness (Orphanage)	social	Alexandra Lazarenko	Media	3	HRS
Yoga club	sport	Daniil Perchak	Media	2	HRS
What? Where? When? (intellectual game club)	entertaining	Yana Liashkovich	Media	4	HRS
Halloween	entertaining	Nastassia Yaromenka	Media	3	HRS

Speak Belarusian together	educational	Darya Akhlamionak	Media	2	HRS
Debate club	educational	Kseniya Cheshyk	International Law		HRS
Master class on illustration	educational	Aliaksandra Ramanenka	Design	4	HRS
Christmas at EHU	entertaining	Maryia Dubrouskaya	Media		HRS
Dancing classes with Tim Hoogewijs	educational	Maria Artushenko	Media	2	HRS
«Talk! Kalbate!» (Lithuanian language)	educational	Volha Viachorka	Design	3	LRS
Film photo club	cultural	Aliaksandra Ramanenka	Design	2	HRS
Photo competition	entertaining	Dzmitry Makei	Media	1	HRS
Initiation party	entertaining	Students team	International Law, Cultural heritage and tourism, Media		HRS
Belarusian happening at EHU	cultural	Pavel Asiyouski	Cultural heritage and tourism	2	HRS
EHUTimes	educational	Yana Liashkovich	Media	4	HRS
concert of Belarusian bands 25 of March (Freedom day)	cultural	Aliaksandra Hrytskevich	Cultural heritage and tourism		HRS
Medium	entertaining	Students team	Design, Media	2	HRS
Students movie festival "Retrospective"	cultural	Mikita Lahunou	Media	3	HRS
Debate club competition in Riga	educational	Rammu Dgham	International Law	2	HRS
8 of March	entertaining	Mikita Lahunou	Media	3	HRS
Concert of Blues band White Sister's Bross (Cultural night in Vilnius)	cultural	Aliaksandra Hrytskevich	Cultural heritage and tourism	3	HRS
Creative atmosphere EHU (Gomel)	social	Alexandra Lazarenko	Media	3	HRS
Rays of kindness (Orphanage) (Gomel)	social	Alexandra Lazarenko	Media	3	HRS
Educational atmosphere EHU (Gomel)	educational	Hanna Stserina	Media	3	LRS
Integrated city Vilnius	educational	Dariya Hnedzko	Design	3	HRS
Etiquette. The art of living comfortably	educational	Uladzislau Pantsevich	Media	3	HRS
Tour Klaipeda - Curonian Spit - Nida	cultural	Hanna Mikulich	Cultural heritage and tourism	3	HRS
Inclusive training bases	educational	Pesenka Alesia	Media	4	LRS
«Talk! Kalbate! 2» (Lithuanian language)	educational	Volha Viachorka	Design	3	LRS
Master-class bookbinding Rufina Bazlova (Vilnius )	educational	Anastasiya Zaitsava	Cultural heritage and tourism	1	MA
Surround Sound : Theory and Practice	educational	Yahor Sharenda	Media	3	HRS
Autism insideout	social	Anastasiya Radzionava	Media	4	HRS

**Table 4.4. List of mini grants for students' research**

Item No.	Project title	Name & surname of applicant	Status
1	"Looking for third meaning": research into corporeality in audio-visual installations	Natalia Nenarokamava	Accepted
2	EU and Belarus in the context of law: problems, issues and development prospects	Aliaksei Amelyanchuk	Not accepted
3	Mapping oral history and places of memory of the Starazhouka (historic district of Minsk)	Palina Skurko	Accepted
4	Almanac "Urban Tactics" Vol. 3	Andrei Karpeka	Accepted
5	Days against homophobia and transphobia (a series of events)	Anastasiya Ranko	Accepted
6	Examining the processes of restitution of architectural cultural heritage to private persons. The case of Poland	Darya Hlushkova	Accepted
7	Audio recording and documenting of Belarusian phonetics and prosody from native villagers of the Central Belarus and the East Palesie region	Maksim Tsarou	Not accepted
8	Research and analysis of the historical, cultural and tourist potential of Lida region of Belarus	Aliaksandra Hryshkevich	Accepted
9	Green routes: a trip through the Gomel region of Belarus	Anastasiya Papova	Accepted
10	Almanac of Belarusian contemporary playwriting	Aliaksandr Palubinski	Not accepted
11	Infographics" manual for modern journalists	Yuliya Ilyuk	Accepted
12	Research and practical seminar consisting of presentation and discussion on the topic of "Comparative analysis of legal regulation of contracts for software development (Germany, France, UK, Russia, Belarus, Ukraine)"	Siarhei Zhuk	Not accepted
13	Problems of dual citizenship. Problem of dual citizenship in Ukraine	Taisia Karpets	Not accepted

**Table 4.5. Cultural Project Competition for LRS and overall Laboratory of Humanities Project implementation**

The cultural project competition for low residence EHU students was launched in April 2015. 17 project proposals were submitted.

No	Applicant and project title	Brief description
1.	Artsiom Mikhailau, 1 year, Law, «Be Original»	Educational and entertainment initiative: organizing teambuilding games and events aimed at bringing together EHU high and low residence students and alumni. Within the next 4 months the following events are planned: orienteering game (3 groups), an improvisation theater based in Propilei Minsk, Law basics educational game, and EHU Camp aimed at putting the area around Kreva Castle in order (a 13 <sup>th</sup> century castle in Belarus' Hrodna region). The EHU Camp will also feature evening concerts and music workshops.
2.	Natalia Biakova, 1 year, Media, «EHU for everyone»	Raising awareness about higher education possibilities for young people with disability. The project is aimed at creating a barrier-free environment for young people with disability so that studying at EHU could be accessible for them, as

		well as at creating a short documentary about higher education accessibility for people with disability in Belarus.
3.	Aliaksandr Palubinski, 2 year, Media, «Almanac of contemporary writing for films»	Launching an online platform aimed at establishing and functioning of a contemporary Belarusian script-writing and playwriting school. Search for new young authors (among EHU students, but not only), representation of professional script-writers. The platform will become a source for publishing and searching for scripts for documentaries and theater plays. There is no such a resource in Belarus.
4.	Anastasiya Kantsavenka, 1 year, Media, «Face-to-face seminars»	Organization of a series of meetings to discuss education in Belarus. (The project is being reworked in collaboration with EHU alumni)
5.	Vladislava Shuvalova, 3 year, «Animation summer school for youths»	Stage 1: Animation workshops Stage 2: EHU low residence design students (and students of other programs) meet with elementary school pupils and children living in orphanages in Belarus. The children will be asked to make up fairytales, and our student designers will create animation cartoons based on the fairytales. Thus, we not only make fairytales a reality, but also teach children the basic animation cartoon-making techniques.
6.	Aliaksandra Astapovich, 1 year, Media	Exhibition reflecting the most important social problems of the Belarusian society. The project is being totally reworked.
7.	Valeryia Naranovich, 1 year, Cultural Heritage, «CeramicEdu»	Collecting and systematizing the information about traditional centers of Belarusian pottery craft, traditional techniques of pottery-making in Belarus, and today's artisans who work in line with the traditional principles of making and decorating pottery. Launching a website and organizing a theoretical and practical open air event featuring experts.
8.	Vitali Birukou, 1 year MA "Culture to the masses"	A small cultural space is to be established in Minsk. Within this space, 3 events are planned aimed at development and promotion of Belarusian culture. These events will help make EHU low residence students more active, which is of utmost importance because these students don't visit Vilnius very often. Famous people (musicians, writers, artists) highly esteemed by the young audience will be invited to the events. All the events will be held as a dialog between the guest, host and the young audience.
9.	Volha Levandouskaya, 1 year, Media, «Learning to think positively and becoming more successful»	Demonstrating the role of positive thinking and proving its impact on the ability to cope with life's difficulties – by practical means (webinars, forums, audio and video listserv).
10.	Nailia Mazitova, 2 year, Design, «Wood-goblin in the city»	Creating stickers and sticking them on garbage cans all around Minsk in order to raise awareness about waste sorting.
11.	Volha Lahun, 5 year, Media, «Make a movie»	Establish and support a film screening evening open for general public, in the "open mic" style. The event is aimed at development of filmmaking in Belarus on different levels (both amateur and professional).

12.	Aliaksandr Bokhan, 5 year, Media, «Expressing social problems through music»	By means of various musical styles, to define the social problems that young generation is concerned about, and raise the general public's awareness about them.
13.	Sviatlana Abramchyk, 4 year, Media, «Documentary: DJ'ing culture in Belarus»	Making a documentary about the origins, development and current situation in DJ'ing in Belarus.
14.	Tatiana Matlina, 3 year, Contemporary Art, «Traveling exhibition of contemporary Belarusian artists: Dialog of epochs. Interpretations»	Traveling exhibition of renowned Belarusian artists as research aimed at raising awareness of the audience (both professional and non-professional) about one more interesting aspect of Belarusian contemporary art and its relation to the classical European art.
15.	Anastasiya Ranko, 3 курс, Media, «Summer school for artists, curators and researchers: Minsk in the extended field »	An educational platform for 20 participants: in August 2015, for 2 weeks, the participants will be working in groups on research and art projects, as well as on an exhibition in creative space. Lectures and seminars with invited experts are planned as part of the summer school.
16.	Maksim Tsarou, 2 year, Cultural Heritage (high residence student!)	Creating an online platform for developing and supplementing terminology in Belarusian language in the areas which are still not very well developed.
17.	Hanna Stseryna, 3 year, Media, «Hair»	Exhibition on the critical approach to controlling body hair. Photo and video installations and performance. Lectures of sociologists and social theorists about corporeality. Research into corporeality.

The second cultural project competition for low residence EHU students was launched in August 2015. 10 project proposals were submitted.

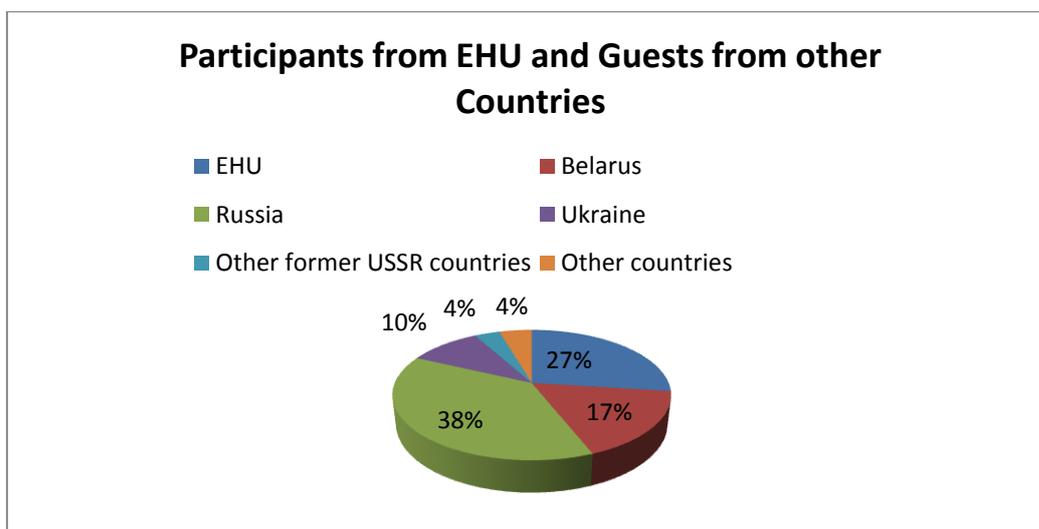
1	Siarhei Krasnabayeu 2 year, Media "Heterophobia"	Preparing a movie about problems.
2	Hanna Stseryna, 4 year, Media, «EHU Atmosphaera»	Cultural, educational and service activities in Gomel
3	Alesia Pesenka, 5 year, Media "Women-leaders history"	Preparing 6 short video stories about women
4	Tatsiana Matusevich, 3 year, Design "Stop by stop"	New design for bus stops in Minsk
5	Valeryia Mazhuts, 2 year, Media "Power of blood"	Popularization of blood donation – marathon organizing
6	Dzmitry Hlotau, 5 year, Law "Mapping of attack hate"	Developing and moderating of the webpage
7	Anastasiya Kantsavenka, 2 year, Media, "Cuffs for inspiration"	Meeting with LRS

8	Alexandra Lazarenko, 4 year, Media «Animation school for youths 2»	Stage 1: Animation workshops  Stage 2: EHU low residence design students (and students of other programs) meet with elementary school pupils and children living in orphanages in Belarus. The children will be asked to make up fairytales, and our student designers will create animation cartoons based on the fairytales. Thus, we not only make fairytales a reality, but also teach children the basic animation cartoon-making techniques.
9	Daria Sazanovich, 5 year, Design “A series of stories about the Belarusian province”	
10	Alesia Daronichava, 3 year, Design “Photo art”	Organizing creative photo sessions with a deep context

**Table 4.6. Number of the Applicants of the Student Research Conference “Europe 2015.The Effect of Perestroika: Regimes and Risks of Polyphonic Knowledge” (from EHU and Guests)**

EHU			Belarus			Russia			Ukraine			Other former USSR countries			Other countries			Total		
Applications	Selected	Participated	Applications	Selected	Participated	Applications	Selected	Participated	Applications	Selected	Participated									
66	66	55	68	60	34	151	124	76	54	44	19	48	29	7	60	17	9	447	340	200

**Table 4.7. Percentage ratio of the Applicants of the Student Research Conference “Europe 2015.The Effect of Perestroika: Regimes and Risks of Polyphonic Knowledge” (from EHU and Guests)**



**Table 4.8. Alumni Success Stories**

**Olga Gomonova (BA Theory and Practice of Contemporary Art 2012)**

- Olga is a member of the Belarusian Association of Journalists, a musician, an art critic. She has cooperated with a number of Belarusian media: *ЛИМ, Культура, На экранах Беларуси, Женский журнал, Вокруг света в Беларуси*; with a French almanac *Perspectives bielorusiennes*, with a Russian magazine *Художественная школа*. For three years she authored a rubric “Be Fit” in a Russian magazine *Любимая*.
- Many times Olga participated in international photography exhibitions. Her photo art work “Red Fish” was featured in F.A. Yastreb’s book “Art in Social Space” (2011). She is a curator of several arts exhibitions.
- Olga has also authored a book about an artist Leanid Gomonov. The book was published by Belaruskaya Nauka Publishing House in 2014.
- Olga is a musician, vocalist, and a songwriter.

**Siarhei Stashkevich (BA Media and Visual Design, 2010)**

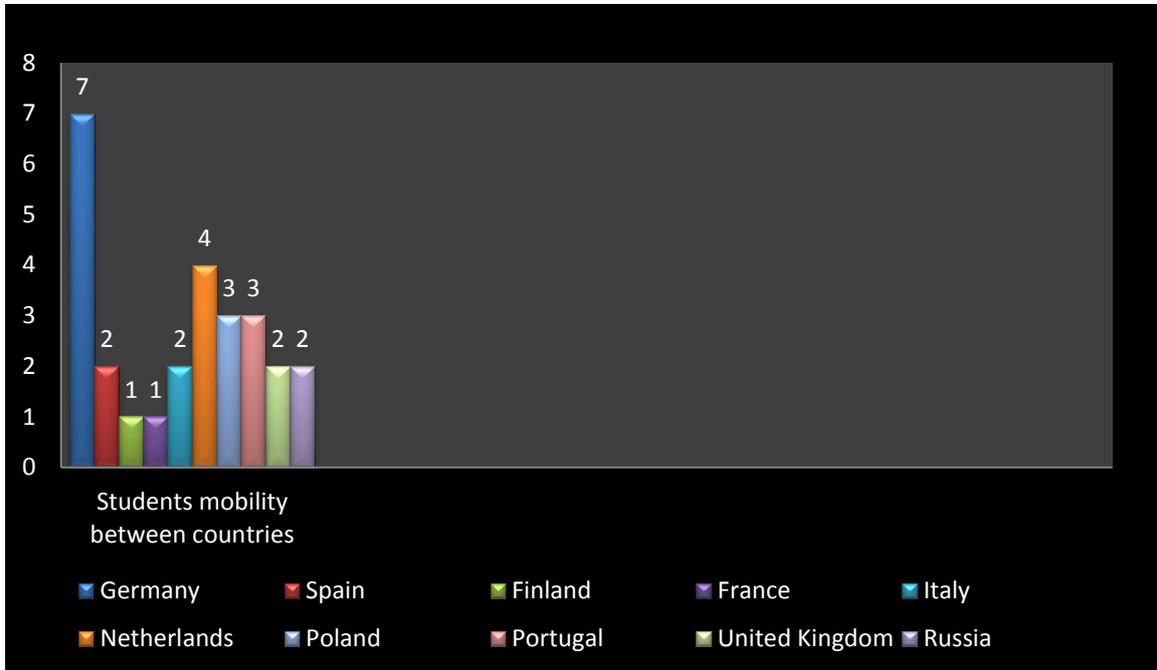
- owner of “ufoby Design Agency” (<http://www.ufoby.com/>), a small design agency based in Vilnius.
- Previously an UI/UX Designer at IDEA and DIP Studio LT.
- Won *Site of the Day* title at CSS Winner (<http://www.csswinner.com/>), a website design awards gallery for web designers and developers in around the world to showcase their best websites and win a CSS Website Awards.
- His other honors include Awards Special Mention and FWA Public Shortlist.

**Uladzimir Dzenisevich (BA and MA International Law, 2012)**

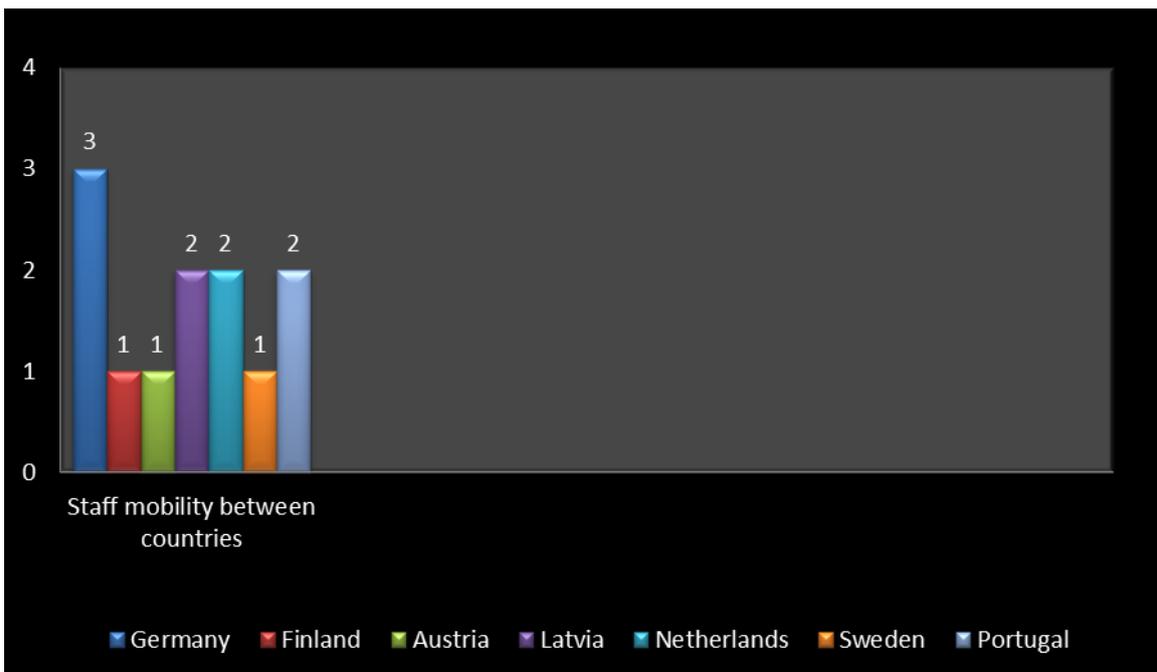
- Founding member of *Beyond the EU* project, an open community for reflections on the processes that are going on in European, but non-EU, countries and reactions to significant events there (<http://beyondthe.eu/>)
- After EHU awarded MA in European Studies at the University of Maastricht and the LL.M. degree in International Development Law and Human Rights at the University of Warwick.
- Spheres of interest are international relations, development, human rights, and politics of power, justice, truth and identity. As he says about himself: “I am advocating for a critical reassessment of political and socio-economic options available to Eastern European countries”.

## 5. Local and International

**Table 5.1. The breakdown of hosting countries for students' mobility (Erasmus+ and Campus Europae)**



**Table 5.2. The breakdown of hosting countries for staff mobility**



**Table 5.3. EHU International Partners**

**Erasmus+ Partners**

- University of Glasgow
- University of Passau
- Justus Liebig University
- Hochschule Zittau/Görlitz
- Weißensee Kunsthochschule Berlin
- University of Bremen
- European University Viadrina, Frankfurt/Oder
- Leuphana University Lüneburg
- Chemnitz University of Technology
- Freiburg University
- Humboldt University of Berlin
- Roskilde University
- Universidad Rey Juan Carlos
- University of Alcala
- Polytechnic University of Valencia
- University of Bologna
- University of Ferrara
- University of Foggia
- Frederick Institute of Technology
- University of Cyprus
- University of Latvia
- The Baltic International Academy
- University of Luxembourg
- Fontys University of Applied Sciences
- Jagiellonian University
- University of Warsaw
- University of Lodz
- State School of Higher Professional Education in Konin
- Nicolaus Copernicus University
- University of Aveiro
- Portucalense University Infante D.Henrique
- West University of Timisoara
- Dumlupinar University
- Gazi University
- Bogazici University
- Yeditepe University
- Adnan Menderes University
- Okan University
- Beykent University
- Istanbul Commerce University
- Sakarya University
- University of Tampere

- Yrkeshögskolan Novia
- University of Eastern Finland
- University Montesquieu-Bordeaux IV
- College of political and social science
- Mendel University in Brno
- Södertörn University
- S.Toraihhyrov Pavlodar State University

#### **Campus Europae Network**

- University of Aveiro
- University of Eastern Finland
- University of Alcala
- University of Lodz
- Lodz University of Technology
- University of Latvia
- Aristotle University of Thessaloniki
- University of Novi Sad
- St. Petersburg State University

## 6. Institutional Development

**Table 6.1. Faculty by Academic Departments**

Academic Department	Number of All Faculty	Number of Full-Time Faculty	Number of Part-Time Faculty
Department of History	32	22	10
Department of Media	32	16	16
Department of Law	63	30	33
Department of Social and Political Science	26	9	17
Educational Centers	24	10	14
<b>Total</b>	<b>177</b>	<b>87</b>	<b>90</b>

**Table 6.2. Faculty by Academic Status**

Academic Department	Academic Status				
	Professor	Associate Professor	Lecturer	Assistant	Total
Department of History	4	13	11	4	32
Department of Media	6	15	5	6	32
Department of Law	8	19	31	5	63
Department of Social and Political Science	9	8	8	1	26
Educational Centers	n/a	1	23	n/a	24
<b>Total</b>	<b>27</b>	<b>56</b>	<b>78</b>	<b>16</b>	<b>177</b>

**Table 6.3. The EHU Rector Search**

An ad hoc Search Committee was established and charged by the EHU Governing Board at its regular meeting on 9 September 2014, consisting of 5 members, 2 observers, and one technical assistant: D.Davidson (Chair), H.-T.Jensen, A.Lonsdale, G.Prince, D.Tarschys; NCM Manager Mads Meinert and EHU President Anatoli Mikhailov agreed to serve as observers on the Committee. Christine Vivas (American Councils) was appointed Secretary to the Committee.

Two additional stakeholder groups were subsequently invited by the Committee to take part in key segments of the search process, to report on their assessments and impressions of the candidates, and to participate in discussions with the search committee: those groups included the EHU Senate (represented by the Chair and Deputy Chair) and the EHU Students Union (represented by the elected president as well as by the student delegate to the GB).

## **Position Announcement**

A Position Description for the EHU Rector position was drafted, discussed and refined by Search Committee, reviewed by key stakeholder groups, and published (in four languages) in EHU Website on Oct. 15. The deadline for applications was November 21, 2015, so that the application window remained open for a total of 37 days. One late application was received and was also considered by the Search Committee.

## **The Candidate Pool**

The total number of responses to the EHU rector position announcement was 19. The full list of applicants and supporting information provided was then included in a DropBox archive established for the Committee. The breakdown of home countries (or countries of current residence) of the 19 applicants was as follows: Belarus-4; Lithuania – 1 (+ 2 residents); Norway-1, Pakistan-1; Poland-1, UK- 3 (+1 resident), Ukraine – 2; USA – 6. ).

## **Protection of privacy and confidentiality of the search process**

The Search Committee made special efforts at every stage of the process to ensure the confidentiality of the search process and the privacy of candidates, the content of their references, and the assessments that emerged over the course of the process of each candidate's strengths and weaknesses. All application materials and letters of inquiry (there was one nomination) were made available through a secure password-protected DropBox site to Committee

All individuals who participated in the search process, including the chair and vice chair of the Senate, and the two student observers, though not formal voting members of the Search Committee were provided similar guidelines and the protection of privacy and confidentiality of the process. Despite these precautions, a good deal of information about the search made its way into the press and social media, in part, due to actions by one or more of the candidates themselves.

## **The Review Process**

Search Committee members were requested to review all candidate materials for suitability and to develop preliminary assessments for each candidate on a scale: "promising"/"not promising"/or "discuss." Following a teleconference by the full committee in early December, a total of 10 of the 19 candidates were identified for phone interviews, which were promptly scheduled and conducted in the second week of December. All candidates had been advised previously that campus interviews would be held December 16-17, in Vilnius. All seven of those invited for campus interviews accepted the invitation of the Search Committee to participate three of the candidates were internal to EHU, including the Interim Rector, the Vice Rector for Communications/Development, and a senior faculty member in philosophy. Expenses for travel and overnight accommodations in Vilnius (as needed) were covered by EHU.

Information about the identities of the 7 visitors was not released until the eve of the visits in order to avoid, to the extent possible, undue press or interference in the campus process by external groups. Media attention to the process was nonetheless extensive and reports appearing in social media and

Belarusian press were often riddled with misinformation and unfounded speculation about the candidates themselves and the search process as a whole.

On December 18, the Search Committee posted a detailed and factual press release informing the community about progress on the search and thanking the more than 120 members of the EHU student body and faculty who took part in the candidate interviews, in particular, the chair of the Senate, Ryhor Miniankou and the elected president of the Union of Students, Dzianis Kuchynski, who organized 7 separate group meetings each over a two-day period. In addition to meetings with student and faculty groups, all candidates met with the senior administrative team of EHU (the vice rectors and dean of students) and with the full Search Committee. Interviews were conducted in Belarusian, English or Russian, as convenient for the candidates. Interviews followed a standard protocol to ensure that comparable information was collected and reviewed for each of the seven candidates and all candidates were given a chance to share their views in any form they chose about their own vision of the future of EHU. Candidates were also encouraged to pose any questions they had about EHU or the Search to the members of the Search Committee near the end of each personal interview.

On the basis of the interviews conducted on site in Vilnius in December and the evaluations that were received from students, faculty, administration, and the members of the Search Committee, three of the 7 candidates were invited to submit "action plans," based on their assessments of the 2014 external evaluation of EHU conducted by the European Association of Universities. The EAU identified a number of areas for potential improvement at EHU related to the administration, curriculum, research base, international engagement, and staffing plans, as well as areas of clear strength and accomplishment. Candidates were invited to select any three areas of need indicated in the external review and to provide a plan of how they would go about addressing those needs in the coming two to three years. Limits were established for the length of each action plan, and candidates were invited to submit plans in the language of their choice. All three candidates elected to take part in the "third-round" review. Their submissions were translated, as necessary, and circulated to the members of the Search Committee, observing necessary rules of confidentiality. In the second week of January, the full committee and two observers interviewed each of the three finalists in detail about the action plans that they had submitted. The process provided the committee with valuable information about each candidate's relative strengths, vision of EHU, and abilities to lay out an original plan of action to address a designated problem area. Following the three interview-discussions in January, the "action plans" were also made available to the two primary stakeholder group representatives (Senate and Student Union), who reviewed the materials and met with members of the Search Committee in person in Vilnius in late January to share their impressions as well.

Concurrently, the Search Committee solicited detailed and well-focused external references from each of the three finalist candidates. A total of 14 references were solicited directly from referees to ensure that each had a clear sense of the nature of the position, for which the candidate was under consideration. References included both written letters and protocols of telephone conversations and all oral interviews of referees were conducted by no fewer than two (more often 3) members of the Search Committee using SKYPE and international conference call formats.

Finally, the review process also included a personality/ leadership profile online examination that was voluntarily submitted by each of the three finalist candidates. The proprietary examination is widely used in the corporate and government world in Europe and was recommended to the Search Committee and also paid for by the representative of the Nordic Council of Ministers. The exam

administrator agreed to meet privately with the members of the Search Committee in Vilnius in late January to brief on the results of the exam and to provide confidential profiles to the Committee for each of the three finalists. Those profiles are also included in the Drop Box file, and they were taken into consideration by the Committee in the review process.

### **Public announcements related to the Search**

Public announcements were released by Search Committee through EHU website and on one occasion through the Belarus Digest according to the following schedule:

October 15	Detailed Announcement of Vacancy in 4 languages, also published in Times Supplement, Chronicle of Higher Education, IHE and elsewhere
December 18	Press release on campus visits by 7 candidates (4 languages)
January 26	Extended statements and video interviews on search (5 items: Daniel Tarschys, Anatoli Mikhailov, Dan Davidson, Rhyhor Miniiankou, Dzianis Kuchynski)
February 12	Search comments and Q&A by GB Member Artiom Anisimov
March 2	Public notification of one-month extension of search timeline
March 21	Article on search by Greg Prince appears in Belarus Digest on search
March 24	Brief update on search for Belarus radio
Week of April 7	Announcement of Search Results

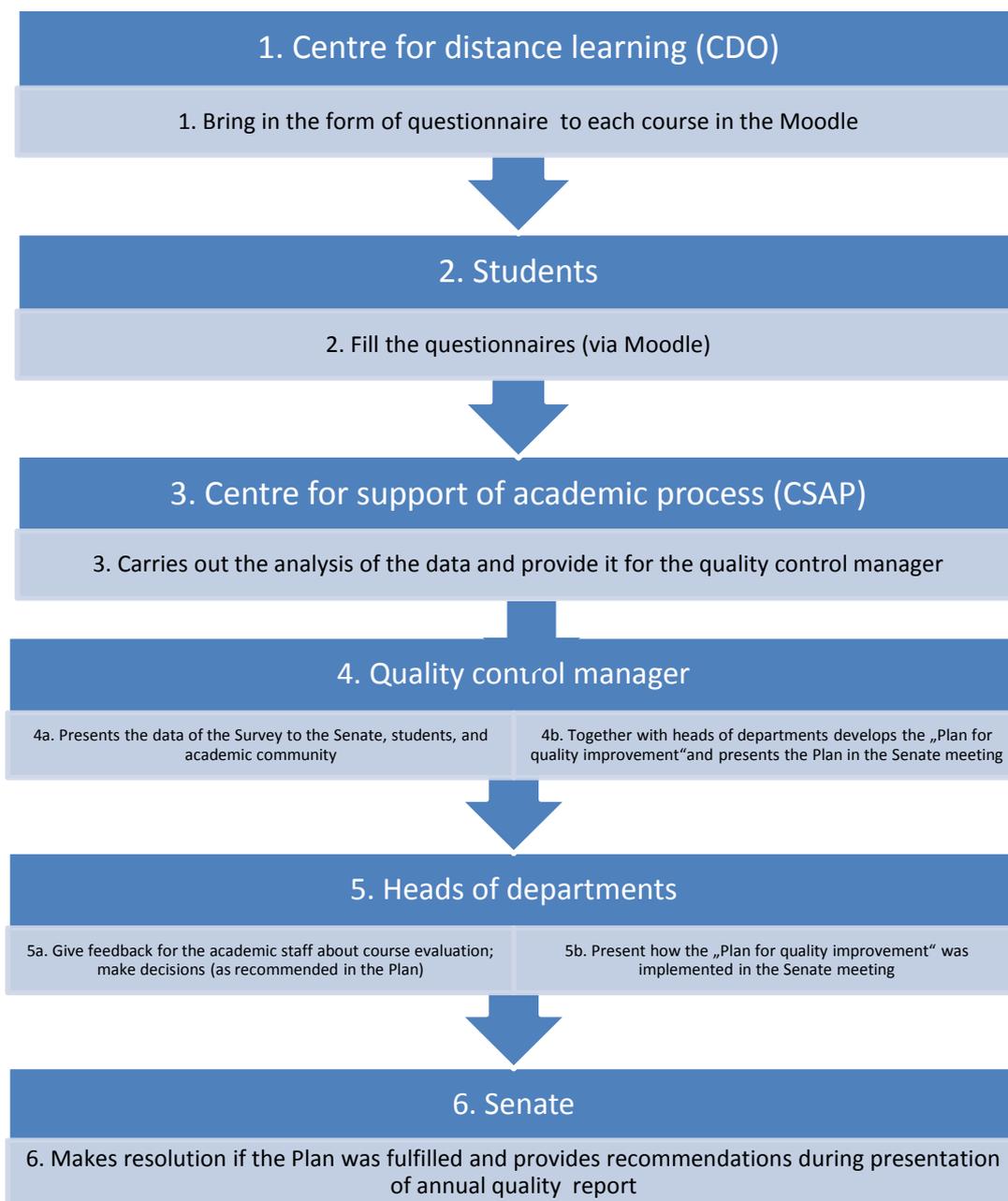
### **Conclusions**

The Search Committee has made the complete findings of the Search Process to the Members of the Governing Board for their personal review through the confidential Drop Box. The Committee notes that the size of the initial pool of candidates and the number of candidates invited to campus for personal interviews provides an important indication of the quality and depth of the pool and of the group of 7 short-listed candidates. The review of action plans pointed out notable differences (not so much weaknesses) among the three finalist candidates that are relevant, given the particular set of challenges facing EHU in the short-term, as well as longer-term.

It was the task of the full Governing Board to make the final determination concerning the ranking of the three finalist candidates, based on the charge/mandate to the new rector.

**Table 6.4. Quality: the algorithm of the EHU Student survey procedure and its explanation**

**Student survey procedure of the European Humanities University**



**Time frames**

<b>Autumn semester</b>			
1.	<i>Bring in the form of questionnaire to each course in the Moodle</i>	<i>13.02.2015</i>	<i>CDO</i>

2.	<i>Filling the questionnaires</i>	13.02.2015- 28.02.2015	Students
3.	<i>Analysis of the data</i>	01.04.2015	CSAP
4.	<i>Presenting the data and the „Plan for quality improvement“ for the Senate, students, Heads of departments</i>	01.05.2015	Quality control manager
5.	<i>Giving feedback for the academic staff about course evaluation; making decisions regarding the Plan</i>	01.07.2015	Heads of departments
<b>Spring semester</b>			
1.	<i>Bring in the form of questionnaire to each course in the Moodle</i>	01.04.2015	CDO
2.	<i>Filling the questionnaires</i>	01.04.2015 - 01.07.2015	Students
3.	<i>Analysis of the data</i>	01.08.2015	CSAP
4.	<i>Presenting the data and the „Plan for quality improvement“ for the Senate, students, Heads of departments</i>	30.09.2015	Quality control manager
5.	<i>Giving feedback for the academic staff about course evaluation; making decisions regarding the Plan</i>	30.10.2015	Heads of departments
6.	<i>Making resolution if the Plan was fulfilled and providing recommendations during presentation of annual quality report</i>	30.10.2015	Senate

**Data interpretation and reporting.** The form of the questionnaire is placed in each course in the Moodle. Results of the course will be available in Moodle only for respective teachers, heads of departments, data analysts and administrators. Total processing of data will be carried out by the Centre for support of academic process.

If at least 25% of students (or at least 5 students) in the course fill the questionnaire the data are used in general reporting. If fewer students fill questionnaires the data are still available for respective teachers.

The student answers are coded: “Yes, I agree” - 1, “Rather yes” - 2, “Rather no” - 3, “No, I disagree” - 4. If the result of the course or teaching is between 1 - 2,5 it is considered as high or relatively high. If the result of the course or teaching is between 2,5 - 4 it is considered as “requires for improvement”.

Summative aggregated results are used as a first diagnostic instrument that is able to detect global issues or extremely good courses. Formative feedback then clarifies scores obtained in summative evaluation<sup>1</sup>. The global report includes aggregated summative results (examples of report in fig.1-2). Each course is classified on the base of a global indicator depending on the overall students' satisfaction and the number of respondents per course. The course is then defined as excellent, good or it receives a warning. The numbers of excellent, good, and warning courses are then communicated to Senate, students and academic staff by mean of feedback sessions. Students and academic community can then appreciate the evolution of course quality over time<sup>2</sup>. Results are stored in a shared database, and teachers can access their own results any time, appreciating quality improvements, if any, over time.

The "Student Survey Procedure" indicates departments are actively involved in the process. According to the evaluation of course and teaching by separate criteria and student comments the presentation of data is being provided after each semester to the heads of departments. A „Plan of quality improvement“ is to be developed, presented in the Senate meeting and transmitted for the heads of departments. The heads of departments give feedback for the academic staff about course and teaching evaluation and implements recommendations „to remedy weaknesses“ as indicated in the Plan. They present implementation results in the Senate meeting and adopt Senate's decision.

Moreover each teacher or program director is invited to classify students' feedback into complaints/praises/general note/suggestion or improper remark. For each remark an implemented action should be recorded, if any. The action can be of different types: clarification, modification of procedure, and investigation for more details, etc.

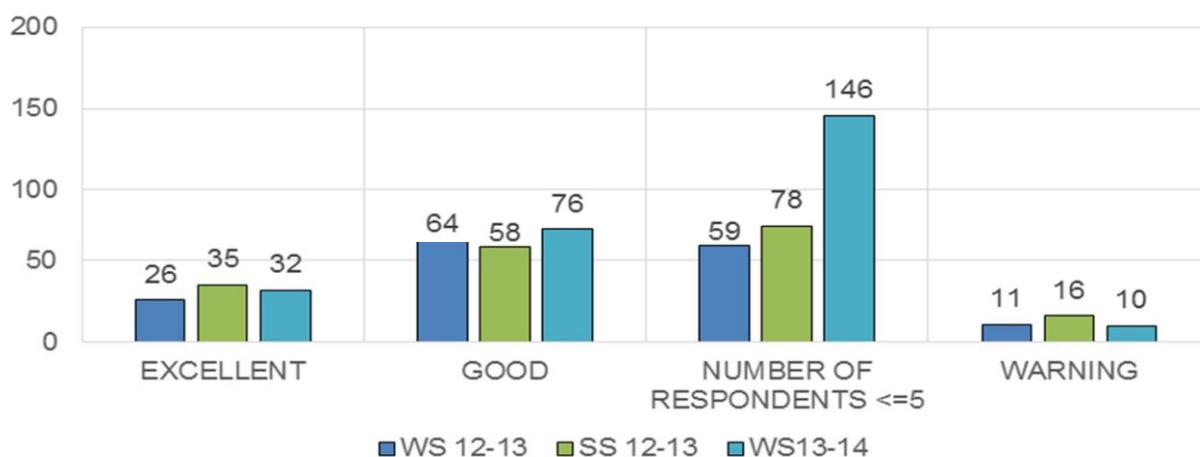
Figure 1: Summative reporting example per program

Target	Respondent	Questionnaire	Response rate	Questionnaire per respondent	Overall satisfaction	Criteria (...)	Criteria (...)	Criteria (...)	Criteria (...)	# courses	
										Excellent	Warning
397	109	340	27%	3,1	77%	82%	78%	73%	81%	9	4
353	95	371	27%	3,9	78%	81%	80%	73%	81%	1	2
447	76	279	17%	3,7	77%	80%	79%	74%	77%	4	3
33	16	52	48%	3,3	85%	89%	88%	84%	88%	-	-
96	37	124	39%	3,4	74%	88%	77%	72%	79%	3	1
20	7	35	35%	5,0	89%	100%	91%	91%	91%	-	-
171	74	386	43%	5,2	92%	90%	92%	91%	90%	15	-
<b>1517</b>	<b>414</b>	<b>1587</b>	<b>27%</b>	<b>3,8</b>							

Figure 2: Summative report example of the courses over time (ws- winter sem., ss – spring sem.)

<sup>1</sup> Several studies in fact have shown that there is a correlation between the qualitative and quantitative ratings (Cashin, 1995) supporting the diagnostic power of the summative ratings.

<sup>2</sup> Comparison will reach its efficiency after few phases of evaluation.



**Table 6.5. Fundraising: EHU Trust Fund**

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

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

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

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

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

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

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

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

**Table 6.6. Friends of European Humanities University**

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

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

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

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

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

## 7. Budget Implementation

### THE FINANCIAL REPORT FOR AY 2014/2015

#### Governing Board of European Humanities University

15-01-2016

Submitted by the Head of Administration and the Financial Manager

#### Results for AY 2014-2015

European Humanities University Budget implementation report October, 2014 – September, 2015							
No.	Incomes	AY 2014/2015			AY2013/2014		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2014/2015 versus 2013/2014	
<b>Income used</b>							
1	Secured funding	€ 431 273	€ 569 249	132%	€ 699 480	81%	1
2	Tuition Fees and students related	€ 1 303 788	€ 1 183 457	91%	€ 1 390 902	85%	2
3	Tuition fees from Non-Belarusian students	€ 130 715	€ 62 300	48%	€ 53 781	116%	3
4	EHU Trust Fund	€ 4 139 903	€ 4 051 608	98%	€ 3 012 590	134%	4
5	Additional Income Collected Through Development Department	€ 125 000	€ 34 629	28%	€ 33 701	0%	5
6	Revenue-Generating Programs	€ 161 242	€ 128 775	80%	€ 149 150	86%	6
7	Other	€ 14 038	€ 148 610	1059%	€ 19 009	782%	7
<b>Subtotal Income in cash</b>		<b>€ 6 305 958</b>	<b>€ 6 178 627</b>	<b>98%</b>	<b>€ 5 358 613</b>	<b>115%</b>	
<b>In-kind Contributions</b>							
8	Donations of Facilities	€ 325 023	€ 325 023	100%	€ 325 022	100%	8
9	Donations of Equipment, Services, other goods						9
<b>TOTAL SUPPORT</b>		<b>€ 6 630 981</b>	<b>€ 6 503 650</b>	<b>98%</b>	<b>€ 5 683 635</b>	<b>114%</b>	
No.	Expenditures	AY 2014/2015			AY2013/2014		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2014/2015 versus 2013/2014	
<b>Expenditure</b>							
10	Staff Costs	€ 3 695 261	€ 3 686 999	100%	€ 2 585 676	143%	10
11	Financial Aid Fund for Belarusian students	€ 561 800	€ 620 149	110%	€ 450 301	138%	11
12	Financial Aid Fund for Non-Belarusian students	€ 2 000	€ 0	0%	€ 2 000	0%	12
13	Student Activities	€ 32 698	€ 57 979	177%	€ 40 698	142%	13
14	Faculty Development	€ 115 074	€ 48 315	42%	€ 129 823	37%	14
15	Faculty Mobility	€ 158 764	€ 134 964	85%	€ 150 417	90%	15
16	Belarusian Academic Infrastructure and Network	€ 215 330	€ 148 789	69%	€ 200 676	74%	16
17	Operations	€ 930 190	€ 974 823	105%	€ 983 337	99%	17
18	Expenses of Revenue generating programs	€ 161 242	€ 141 387	88%	€ 144 788	98%	18
19	Institutional Advancement and Development	€ 574 575	€ 472 792	82%	€ 523 316	90%	19
20	Special and Extension Project	€ 107 794	€ 217 454	202%	€ 262 545	83%	20
21	Expenses for Non Belarusian students	€ 26 256	€ 0	0%	€ 10 908	0%	21
22	Contingency Reserve	€ 50 000	€ 0	0%	€ 199 150	0%	22
<b>Total Expenditure</b>		<b>€ 6 630 981</b>	<b>€ 6 503 650</b>	<b>98%</b>	<b>€ 5 683 635</b>	<b>114%</b>	

Terminology		
1	Secured Funding	Revenue received from institutional projects not covered by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU.
2	Tuition	Revenue received from Bachelor, MA programs in all modes of study collected within the current academic year for the new intake and previous enrolments.
3	Tuition from non-Belarusian students	Revenue received from foreign students entering existing groups of Belarusians.
4	EHU Trust Fund	Revenue received from statutory grants, private foundations, and major individual gifts. Administered by the 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.
5	Additional revenue collected through the Development Department	Revenue received specifically by the means of Development Department of the University.
6	Revenue-generating programs	Revenue received from the programs created to generate revenues; for example, MBA.
7	Other	Revenue 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. Revenue received from dividends and capital gains on deposit accounts.
8	Donations of facilities	Estimated value of premises or instalments used for the purpose of carrying out EHU activities.
9	Donations of equipment, services, other goods	Donation of any kind of goods or services.
10	Staff costs	Salaries, tax, and social insurance obligations for teachers and administrative staff whose employment contracts are regulated by EHU Central Administration in Vilnius.
11	Financial aid fund for Belarusian students	Student accommodation, subsistence, health insurance.
12	Financial aid fund for non-Belarusian students	Stipends specially established for non-Belarusian students.
13	Student activities	Student initiatives and cultural, sport, and social activities.
14	Faculty development	Research activities (Sabbatical), qualifications renewal (training), and conference participation.
15	Faculty mobility	Accommodation and per diem for faculty traveling to Vilnius for delivery or administration of courses.
16	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.
17	Operations	Maintenance, supplies, equipment, hardware, software, communications, library collection.
18	Expenses related to revenue-generating programs	Programs delivered on self-sustainable basis (for example, MBA program).
19	Institutional advancement and development	Costs associated with GAPO, Board of Governors, Promotion, Advertising, Travel, Special Events and Fund-Raising.
20	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 maintenance of ordinary activities of the university.
21	Expenses for non-Belarusian students	Expenses incurred due to additionally admitted foreign students.
22	Contingency reserve	Reserve held for contingency.

### **Explanatory Notes: Implementation of the Budget from October 1, 2014 to September 30, 2015**

#### **Income**

The financial plan forecasted subtotal income from the following sources: 7% Secured Grants; 21% Tuition Fees; 2% Tuition Fees from Non-Belarusian Students; 66% EHU Trust Fund; 2% Additional incomes collected through the Development Department; 3% Revenue-Generating Programs; and less than 1% was intended for collection through other resources of income.

On September 30, 2015 the percentage of the budget used against planned resulted in the following distribution: 9% Secured Grants; 19% Tuition Fees; 1% Tuition Fees from Non-Belarusian Students; 66% EHU Trust Fund; 1% Additional incomes collected through the Development Department; 2% Revenue-Generating Programs; and 2% Other.

The following remarks should be noted:

- Line Item 1 (Secured funding): This line includes used Project grants and used OSF funding related to the Minsk infrastructure and the organization of the distance learning activities in Belarus.

Projects grants, incl. incomes collected through Development Department:

<b>Program / donor</b>	<b>Amount used in 2014/2015</b>
OSF funding	€ 308 412
Other small grants and reimbursements	€ 89 306
Erasmus program	€ 80 139
NCM support for Media Hub project	€ 25 129
Accels center reimbursement	€ 23 105
Lithuanian governmental support for students	€ 18 064
German center projects	€ 17 343
Case project	€ 14 597
Lithuanian Research Council (Post doc program)	€ 12 800
Friends of EHU scholarships	€ 7 500
Bard seminar reimbursements	€ 7 481
<b>Total</b>	<b>€ 603 878</b>

The OSF Funding via the Bard College for 2014 came at the end of 2014. The funds for 2015 (440 000 USD) were disbursed in two equal tranches in May and September. However, the university did not manage to absorb all received funding within a planned timeline as some activities related to the set-up of laboratory of humanities were moved to the beginning of 2016. The funding for 2016 has not been confirmed yet.

Project Grants and reimbursements provided by Erasmus program, NCM, ACCELS, Lithuanian Research Council and Lithuanian government and some others were carried through the University as an intermediary institution leaving in some cases a small percentage of income for the University as an overhead. In 2014/2015 the total amount of used project grants and received reimbursements excluding OSF funding reached 295 500 Eur.

- Line Item 2 (Tuition Fees and students related): In AY2014/2015 the collection of Tuition Fees has dropped by 15% from 1 390 900 EUR to 1 183 500 EUR if compared to the previous year. The reason of the drop is because of the lower number of admitted students and the financial crisis in Belarus when the national currency of Belarus depreciated against euro by 30% in the reporting period. It has affected the parents of students who in most cases pay for their children studies. The grants for students (in form of discount to tuition fee) are included in to the amount of tuition fees. During the last year such non-cash incomes amounted to 536 000 Eur. It must be stated, that in this report the planned figure of 336 000 Eur is reported for comparison reasons. The same amount of 336 000 Eur is also added to the expenditures in the line Financial Aid Fund for Belarussian students. Therefore the net result is zero.
- Line Item 3 (Tuition fees from Non-Belarusian students): The University was unable to attract as many non-Belarusian students as forecasted thus less income was collected than planned. However the incomes from Non-Belarusian students continue to increase. If compared to the previous year the growth amounted to 16% (increase from 53,800 EUR to 62,300 EUR). We expect that the trend will continue in the future as a result of our additional efforts in Lithuania and abroad markets.
- Line Item 4 (EHU Trust Fund): The EHU used 98% of the planned Trust fund funding. If compared to the previous year the need for the TF funding increased by 34% to 4M Eur. This significant increase in reliance on the Trust fund is related to both the implemented faculty reform and lower revenue from tuitions.
- Line item 5 (Additional Income Collected through Development Department). The efforts in fundraising during the last few years have not yet resulted in substantial cash collection; €35,000 have been collected through project grants with the help of Development Department in 2014/2015 thus failing to meet its forecast this year. It should be noted that significant changes have been made in Development Department at the end of AY when 4 employees (out of 9) were sacked.
- Line Items 6 (Revenue-Generating Programs). MBA program collected 80% of the forecasted revenue. It is a 14% drop compared to the last year. The reason for the drop is the same as with the collection of tuition. The program did not manage to enroll enough students to the program in order to be self-sustainable. The expenses of the program were much higher than incomes received. The managers of the program were asked to provide a new self-sustainable model for the program. After long discussions between the Rectorate and managers of MBA program it was agreed that in the short term the program cannot be self-sustainable and the university does not have additional recourses to cover requested gap. Thus the autumn admission to the program has been canceled.
- Line item 7 (Other). Income generated at this budget line relates mostly to what is called “accountancy profit” and is of a rather technical character. This line accumulates as well some incomes from ad hoc events like summer schools or language courses (total 22 000 Eur). The positive impact of exchange rate changes resulted in 121 200 Eur incomes. On the expenditure part the negative impact of exchange rate totaled 142 900 Eur. Thus the net result of the currency changes is a loss of 21 700 Eur.
- 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**

The financial plan forecasted the following distribution of expenditures: 56% to employee compensation, 8% to the financial aid fund for Belarussian students, less than 1% to the financial aid fund for non-Belarusian students, 1% to student activities, 2% to faculty development, 2% to faculty mobility,

3% to the Belarusian academic infrastructure and networks, 14% to operations, 2% to expenses related to revenue-generating programs, 9% to institutional advancement and development, 2% to special and extension projects, less than 1% to expenses for Non-Belarusian students, and 1% to the contingency reserve.

On September 30<sup>th</sup> 2015, the percentage of the budget used against planned resulted in the following distribution: 100% Staff Costs; 110% Financial Aid Fund for Belarusian students; 0% Financial Aid Fund for Non-Belarusian students; 177% Student Activities; 42% Faculty Development; 85% Faculty Mobility; 69% Belarusian Academic Infrastructure and Networks; 105% Operations; 88% Expenses of Revenue generating programs; 82% Institutional Advancement and Development; 202% Special and Extension projects; 0% Expenses for Non-Belarusian students; and 0% Contingency Reserve.

In general, EHU has spent 98% of the forecasted expenditures.

The following points should be noted:

- Line Item 10: (Staff Costs) was used in a line with a forecast. The increase compared to last year is mainly because of the faculty reform, according to which all teachers are now employed as required by Lithuanian labor law. The other two significant points are the following. As the Trust Fund upcoming year is going to reduce the support, it was decided to reduce general administration in order to balance the budget. Therefore unplanned expenses in form of severance payments (more than 150'000 Eur) to the redundant employees incurred. The second point is related to the change of accountancy policy. The vacation accruals have never been shown in the balance sheet. The standards require that if staff costs constitute a significant portion of the expenditures the vacation accruals should be formed. The amount of unpaid vacations totals 128 000 Eur. It also can be added that the allowances which has been provided as supplement to the salary for core faculty amounted to 98 000 Eur.
- Line Item 11 (Financial Aid Fund for Belarusian students) increased by 10 percent as a result of additional support provided by Lithuanian government to MA students through special program. Support from Friends of EHU and RCDS has been used to provide additional scholarships for students. The grants for students (in form of discount to tuition fee) are included in to the amount of financial aid provided to students. For comparison reasons in this report the planned figure of 336 000 Eur is reported. The actual amount of grants total 536 000 Eur. The scholarships provided to students amounted to 128 000 Eur. The accommodation expenses reached 156 000 Eur.
- Line Item 12 (Financial Aid Fund for Non-Belarusian students), this line include one stipend for Non-Belarusian student, which has not been paid.
- Line Item 13 (Student Activities) is allocated to cover student service expenses. The increase in this budget line is associated with the OSF project set up of Laboratory of Humanities and activities in Belarus. The target auditory of the Laboratory will be distance learning students in Belarus. These additional expenses were financed by the OSF. Other student service activities were in line with budget.
- Line Item 14 (Faculty Development): the expenses under this budget line were significantly less than initially planned because of the necessity to balance the current budget.
- Line Item 15 (Faculty Mobility): This line includes EHU staff mobility (from Minsk to Vilnius and back) expenses that was by 15% lower than forecasted.
- Line Item 16 (Belarusian Academic Infrastructure and Networks) was used less than expected due to the cuts made to balance the budget.
- Line Item 17 (Operations): exceeded the forecast by 5%. The increase is related to the currency exchanges costs described under Line item 7.

- Line Item 18 (Expenses of Revenue generating Programs). The lower expenditures in this budget line are due to the fact that the salaries for MBA managers for spring semester incurred in October and therefore did not get in the reporting period.
- Line Item 19 (Institutional Advancement and Development): recruitment activities were in line with the plan. Rectors search process and the organization of more governing board meetings during the reporting period than expected increased our expenses significantly. 75% of the fundraising budget has been spent, and some activities have been frozen because of the necessity to balance current budget. In total EHU used 18% less in this line than anticipated.
- Line Item 20 Special and extension projects. This line includes expenses created by the project grants. Overspending under this budget line is mostly related to the Erasmus program and reimbursements of costs incurred by implementing project grants. Both were unpredictable at the budget calculation time. It should be noted that this overspending do not change the situation of the University in general since most of the expenses incurred under this budget line are financed by the grants shown in the line No. 1. Secured funding.
- Line Item 21 (Expenses for Non-Belarusian students): Additional expenses due to additionally admitted foreign students have not been reported.
- Line Item 22 (Contingency Reserve): the contingency reserve has not been used.