



ANNUAL REPORT

OF THE EUROPEAN HUMANITIES UNIVERSITY

FOR THE PERIOD OCTOBER 1, 2011 TO SEPTEMBER 30, 2012

EUROPEAN HUMANITIES UNIVERSITY

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Table of Contents

FOREWORD	5
MISSION AND VISION.....	6
INTRODUCTION.....	7
POLITICAL AND ECONOMIC SITUATION IN BELARUS.....	8
EHU INSTITUTIONAL DEVELOPMENT.....	11
Education	11
Student Activities	13
Alumni	16
Research and Publications	18
Regional Impact	20
International Cooperation	22
Sustainability.....	23
Development and Communications	24
Recruitment	32
International Education and Career Advising Center (IECAC).....	34
SERVICE TO SOCIETY	36
STRATEGIC PRIORITIES.....	37
EHU STRUCTURE AND GOVERNANCE	38
EHU BUDGETING AND FINANCIAL MATTERS.....	39
Implementation of the financial plan for AY2011-2012	39
Financial standing of EHU for upcoming AY 2012–2013 and five-year goals	44
APPENDICES	50
Organizational structure	51

Institutional profile	55
Belarusian characteristics	60
EHU Trust Fund	61
Support Organizations	63
LIST OF TABLES.....	65
1. Enrollment Trends.....	66
2. Graduates.....	80
3. Faculty.....	82
4. Research.....	85
5. International Cooperation	89
6. Alumni.....	91
7. EHU Financial Indicators	94
8. Fundraising.....	96
9. Visibility.....	99

FOREWORD

The year 2012 marks the 20th anniversary of the founding of the European Humanities University (EHU). The significance of this educational endeavor for the democratization of Belarus as a nation and for the advancement of the transformational processes occurring across the region is clearer than ever.

EHU degrees and programs are increasingly attractive to Belarusian young people, as is readily evident from the growing number of applications the University is receiving for entry to its freshman classes. While increased student interest is always an encouraging trend for a university, it is especially remarkable in our case, because EHU is not allowed to actively advertise its programs in Belarus. The growing applicant pool is largely the result of word-of-mouth communications on the part of our current students and alumni who enthusiastically report and promote the benefits of the education provided at EHU to their peers back home as well as advertising through online social networks.

We are pleased to note that our newly restructured BA and MA programs have been formally registered by the Lithuanian Center for Academic Quality Assurance. The core curricula of these programs are based on the principles of a liberal arts education. Apart from changes in course offerings, new standards for the recruitment and promotion of teaching and administrative staff members are being implemented, in keeping with the strategic plan of EHU, in order to ensure the strongest possible level of teaching and academic administration at the University.

Another notable achievement during this reporting period has been the launching of EHU's international fundraising campaign, the goal of which is the diversify EHU's funding base by reaching out to new donors and by soliciting new forms of donations, with a particular focus on raising funds both in the public and the private sectors. A series of events celebrating EHU's 20th anniversary has been planned; these events are designed to strengthen connections between existing donors and reach out to new ones. The events will culminate during this year's EHU International Week in Vilnius June 4-8 with a meeting of the EHU Board of Governors, a donors' conference, an academic conference entitled "The Mission of Humanities Universities in Eastern and Central Europe: Between Training and *Bildung*," a gala reception and alumni homecoming, and a special closing keynote address by Ronald Pofalla, Chief of Staff of the German Chancellery and Federal Minister for Special Affairs.

The Board of Governors and the administration of EHU express their deep gratitude to the Nordic Council of Ministers, the European Commission, and EU Member States, and to all those governments, foundations, companies, and individuals who support EHU in the realization of its educational mission.

Prof. Dan Davidson

Acting Chairman of the EHU Governing Board

Prof. Dr. Anatoli Mikhailov

Rector of European Humanities University

MISSION AND VISION

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

EHU is a European university of high distinction with a special emphasis on Belarus and a commitment to its integration into the global academic community. The university seeks to educate students, through the traditions of a liberal education, to be creative and humane citizens and contributors to their civil societies. EHU offers high-quality education and research based on the best liberal traditions worldwide in an environment free from repression or discrimination of any kind.

EHU intends to return to Belarus when it is convinced that academic freedom and the independence of the university can be assured. Meanwhile, the University pursues its development in its current location by the means afforded in order to strengthen it as a model liberal arts institution so that it will be in the best possible position to support the creation of a free, open, and democratic Belarus. This underscores the European nature of the University and its duty to facilitate the potential for Belarus to enrich, and be enriched by, the traditions of and new developments in European education.

“EHU gives me the feeling of freedom. You and your opinions are respected. You can express your point of view and discuss any socio-political topic with your teachers.”

*—Iryna Kurila
Cultural Heritage and Tourism Student*

INTRODUCTION

The European Humanities University (EHU) was established on the principles of academic freedom, democracy, multiculturalism, an open civil society and a positive Belarusian identity based on the values of Western civilization. For nearly twenty years, the University has been actively reinforcing its formula for understanding the realities of Belarus as a post-Soviet member of the family of European nations.

EHU was founded on a model of international higher education that allows Belarusian students to gain core knowledge, skills, and experience within the context of the realities they face. This contextual learning, developed within the shared historical and cultural traditions of a neighboring country undergoing European Union (EU) integration, allows a more insightful understanding of important social and political processes, which students and graduates share within their communities.

For a Belarusian to choose to study or work at EHU requires a level of courage, self-confidence and self-awareness far beyond what their peers in almost any other part of the world must draw upon. They come with tremendous potential and leave having transformed that potential into actuality. EHU students emerge as leaders who possess the knowledge and experience to understand their society in the context of its own history, in the context of Europe as a whole, and especially in the global context of the principles of human rights, social justice, and economic equity.

Through their work in nongovernmental organizations (NGOs), business, media, state institutions, and other universities, they are contributing to the evolution of an open Belarusian civil society and a vibrant Belarusian culture. It is against the backdrop of the aspirations and courage of its students, faculty, and staff that the Governing Board, the General Assembly of Part-Owners, and the EHU administration regularly review the progress of the University. The Interim and Annual Reports reflect the University’s transition towards a results-based management framework.

Overall, EHU is making substantive progress in its development and is operating as planned, despite considerable challenges.

POLITICAL AND ECONOMIC SITUATION IN BELARUS

The observed period has been characterized by further consolidation of the authoritarian regime in Belarus. Belarusian authorities follow a path of self-isolation from the EU with a parallel reinvigoration of relations with Russia.

Among the main trends within the past year are the following:

- A deterioration of EU-Belarus relations
- Further stagnation of the political sphere during the parliamentary campaign and repression of democratic opposition and civil society
- An increase in Russia's political and economic influence in Belarus.

Belarus-EU Relations

Relations between the EU and Belarus have deteriorated further. The foreign policy imbalance was aggravated anew by a wave of confrontation with the EU, brought about by a conflict in connection with the Swedish Embassy. The 'Teddy Bear Scandal' was the result of a public relations action intended to attract attention to the political situation in Belarus¹ in which a private Swedish airplane made an illegal crossing of Belarusian borders. In the beginning of August 2012, the Belarusian Foreign Ministry announced that it would not renew the accreditation in Belarus of Swedish Ambassador Stefan Eriksson. Although the Political and Security Committee of the Council of the European Union decided not to recall the European ambassadors from Belarus for the second time this year, the situation was declared as 'influencing the entire EU-Belarusian relations.'

In August of this year, the president, a new foreign minister, and a new chief of the Presidential Administration were appointed. Members of the Belarusian Institute for Strategic Studies (BISS) claim that these appointments will facilitate the country's foreign policy efforts: the Foreign Ministry will continue focusing on the West, whereas the presidential administration will concentrate on integration into the Common Economic Area.²

Within the year, several political prisoners—including Andrey Sannikau, Dzmitry Bandarenka,³ Siarhei Kavalenka, and Pavel Syramolatau—were released. This step was intended to alleviate the EU's negative impression about the current political situation and parliamentary elections; however, the move won't influence the future decision of the Council of the European Union on Belarus.

¹ For more about the 'Teddy Bear Scandal' see <http://www.bbc.co.uk/news/world-europe-19176432>

² BISS: Trends (# 11) July–September 2012. Available at: http://www.belinstitute.eu/index.php?option=com_content&view=article&id=1507%3A-biss-trends&catid=37%3Abiss-trends&Itemid=35&lang=en

³ Both Sannikau and Bandarenka later escaped from Belarus and got political asylum.

Repressions against Political and Civic Activists

Parliamentary elections did not attract much interest in Belarusian society, but rather a fine-tuning of electoral campaign methods for authorities and opposition. In the course of the campaign, authorities consistently increased their pressure on the civil society structures involved in the campaign. In particular, there were refusals of registrations, multiple obstacles in campaign conducting, especially regional campaigns (e.g., restrictions on picketing, refusals to organize meeting with voters); unequal campaign conditions for oppositional candidates in comparison to pro-government candidates; and serious traditional flaws in forming electoral commissions.⁴

With a glance toward existing electoral campaign limitations and because of their own aims, representatives of Belarusian opposition forces adhered to different tactics such as active boycotts and participation in electoral campaigns with the candidates' withdrawal before election day. In general, opposition candidates remained invisible to voters because of formal discriminatory conditions as well as a lack of effort. The voting procedure (balloting and vote counting) was held exactly as the authorities wanted, with no exceptions.⁵ No opposition candidates won seats in Parliament.

Belarusian civil society organizations were involved in election observation activities. The two major initiatives were nonpartisan campaign observation ("Human Rights Defenders for Free Elections"⁶), and partisan observation campaign ("For Fair Elections"⁷). An additional initiative of civil web-observation—'electby'—allowed for online reporting of violations.⁸

Students and lecturers of EHU-observed elections within the international project, "Election Observation: Theory and Practice" (EOTP), implemented in cooperation with the Lithuanian organizations BYWatch (Belarus Watch) and the Belarusian Human Rights House in Exile. The EOTP coordinated its activities with all observation initiatives, with a special focus on cooperation with human rights defenders. The EOTP observers faced serious pressure from Belarusian authorities when, on the day after the elections, sixteen participants and coordinators of the project were detained by militia and special forces members for three hours, then released with no explanation or reason for their detention.⁹

⁴ For more information see "Human Rights Defenders for Free Elections." Available at: <http://elections2012.spring96.org/be/news/57897> and OSCE/ODIHR "Statement of Preliminary Findings and Conclusions." Available at: <http://www.osce.org/odihr/elections/93975>

⁵ The only exception took place in Gomel's Novobelsk Election District No. 36, where the nomination of the former presidential aide was thwarted by administrative reshuffling, causing him to quit the race. The elections did not take place because of that last-minute change.

⁶ The official website of "Human Rights Defenders for Free Elections" campaign: <http://elections2012.spring96.org/en>

⁷ The official website of "For Fair Elections" campaign: <http://www.udf.by/all/vyb2012/>

⁸ The official website of the initiative: <http://electby.org/>

⁹ For more information about this case, see: <http://en.ehu.lt/en/news/show/ehu-students-alums-and-faculty-among-election-observers-detained-in-belarus>

In conclusion, the parliamentary campaign clearly demonstrated once again the contradictions existing within the opposition. On the other hand, Belarusian authorities showed the readiness to suppress any political or civic activities in the electoral period.

Economic situation

The Russian presidential election and Belarus's deepening economic dependency on Russia further contributed to the Belarus-EU crisis.¹⁰ It appears that the Russian administration is pressuring its ally once again to encourage it to meet earlier obligations.¹¹

The Belarusian macro-economic situation is unstable and the state still faces negative economic influences. Negotiations between the Belarusian government and the International Monetary Fund (IMF) regarding new tranches of support reached a dead end. In parallel, consumer inflation is on the rise since August, mostly affecting the pricing of commodities and services controlled by the state. However, in the short- and middle-term perspectives, due to the Russian subsidization of the Belarusian economy, and governmental plans to receive the fourth installment of the EurAsEC Anti-Crisis Fund (ACF) loan, possibilities would exist to support the current economic model oriented on economic growth and increase in personal incomes.

¹⁰ For more information, see A. Pikulik, D. Melyantsou, "Strategies, Conflict with the EU: lost in translation", 2012-03-07 <http://democraticbelarus.eu/node/14545>.

¹¹ For more information, see: BISS Trends No. 11, July-September 2012

EHU INSTITUTIONAL DEVELOPMENT

While in exile in Lithuania, EHU has made substantive progress in building capacities and competencies to provide a social science and humanities education that is distinctive in its ability to deliver what is needed to overcome the Soviet legacy for Belarusian students and teachers: a combination of knowledge, skills, reliable and independent information, fresh perspectives, exchanges, experience, and collaboration.

The University has distinguished itself over the years as a progressive alternative to institutions of higher learning in Belarus and has become a competent, reliable partner in the development of civil society there.

Highlights of the period October 2011–September 2012 are summarized below.

Education

EHU continues to develop academically and institutionally. The quality of teaching and content of academic programs has been enhanced through the transformation of academic programs aiming to respond to the priorities and needs of Belarusian students.

Over the course of EHU's transformation, the **School of Undergraduate Studies** continued the process of preparation of newly created—as well as existing—BA programs for registration by the Lithuanian Ministry of Education and Science. In 2012, the following BA programs were registered: Media and Communication; Cultural Heritage; Visual Design and Media; and Sociology, an entirely new program. During the first half of the academic year all the above-mentioned academic programs were approved by the Center for Quality Assessment in Higher Education and the Ministry of Education and Science of Lithuania. Students were enrolled in these programs during October 2012 (except Sociology, as the program enrollment fell short of an appropriate number of students).

In the spring of 2012, EHU, together with Kaunas University, started elaboration of a new undergraduate program in political science. All the courses of the program will be taught in English. It is planned to recruit students to this undergraduate program beginning in 2013.

All current and newly established programs are of interdisciplinary character, which is required by the European trends. The programs are oriented toward basic preparation in the social sciences and humanities, providing students with fundamental knowledge and professional skills.

EHU also plans to increase the use of the English language. It is expected that over the next few years, between 15–25% of EHU courses will be taught in English.

Over the course of the reporting period special attention was devoted to the general humanities education of students. Students were surveyed and a series of discussions took place on how to raise the quality of preparation of students in the social sciences and humanities. In March 2012, a call for teaching subjects in humanities, which will constitute a part of the core curriculum at the University, was announced. It was aimed at selecting the most comprehensive courses that will constitute a basis for humanities education at the

University. Compulsory and elective courses, selected as a result of the announced call, will be offered to students in AY 2012–2013.

The School of Undergraduate Studies continues to focus its activities on improving the quality of education delivered in both high residence and low residence (distance learning) modes. During the reporting period, particular attention was paid to improvement of low-residence educational programs, including certification of the distance-learning courses. As a result the quality of distance-learning education has been significantly improved, including the level of organization of the educational process at low residence programs.

In 2012, 114 high residence and 75 low residence students graduated from EHU, succeeded by 167 high residence and 298 low residence students. The most popular programs in high residence mode were International Law with over 1.4 applicants competing for each available slot, and Media and Communication (1.4 applications per slot). In low residence mode the most competitive programs were Media and Visual Design and Cultural Heritage and Tourism (1.25 applications per slot).

The transformation of the **School of Graduate Studies** has been completed. In the period of October 1–September 30, four MA programs (existing and new established) were registered by the Centre for Quality Assessment in Higher Education: Historical and Cultural Heritage (duration 1.5 years); Cultural Studies (duration 1.5 years); Existential Physiology (duration 1.5 years); and International Law and the European Union Law (an integrated five-year program). An external evaluation of the MBA program is planned in November 2012.

The educational process for the first-year graduate students in AY 2011–2012 was held in a full-time, blended-learning format (lectures in Vilnius and distance learning courses). This is a new, innovative educational technology for the School of Graduate Studies that allows graduate students to combine their study in Vilnius and work back in home country. Teachers at the School of Graduate Studies passed a special training course on Online Pedagogy in Fall 2011 and Spring 2012. As a result, twenty-four teachers received distance education professional development certificates, and forty-four Online Courses were created under supervising of the EHU Center for Distance Learning.

In March 2012, eleven students from the Public Policy program and eight MBA students received their MA diplomas; two students received MA diplomas with honors. In July 2012, students successfully completed their studies and received diplomas in the following MA programs: Preservation and Interpretation of Cultural Heritage (six graduates), International Law and European Law (seven graduates), and Cultural Studies (ten graduates). Three graduates obtained diplomas with honors.

The graduate school recruits students twice a year. In April 2012, ten students were admitted to MBA program. In July 2012, 113 students were admitted to the following graduate programs: Historical and Cultural Heritage, Cultural Studies, Public Policy, International Law and European Law (Until 2016, admission to this study program will be made according to existing rules and procedures). There were an insufficient number of applications for the Existential Psychology program.

EHU, together with Vytautas Magnus University (Kaunas) and the Lithuanian Institute for Cultural Studies (Vilnius) launched a joint **PhD program** in Philosophy for AY 2011–2012. The program was approved in July 2011 and three students were enrolled: Dzmitry Boichanka (Advisor: Prof. Almira Ousmanova), Ales Patapenka

(Advisor: Prof. Almira Ousmanova), and Katsiaryna Yancheuskaya (Advisor: Prof. Tatiana Shchytsova). In April 2012, the first mid-term inter-institutional doctorate committee meeting took place at EHU.

On 1 October 2012, three new doctorate students were enrolled in the program, selected from among six applicants: Yuliya Martinavichene with preliminary topic: “What’s in a name? Public Service Advertising and/vs. Social Advertising” (Advisor: Associate Prof. Olga Shparaga); Igor Gafarof with preliminary topic: “Heuristic Possibilities of Contemporary Philosophy in Metal Studies” (Advisor: Prof. Ryhor Miniankou); and Siarhei Panasiuk with preliminary topic: “Digital Representation in Social Networks” (Advisor: Prof. Almira Ousmanova).

EHU’s **Center for Low Residence and Distance Learning** developed and conducted six distance learning courses on professional development:

- Teaching Online with Web 2.0 and Moodle Tools
- Information and Communication Technologies in Research
- Introduction to Distance Learning
- Development of Online Courses for the Graduate School
- Fundamentals of Pedagogical Support in Online Courses of the Undergraduate School
- Multimedia and Web Design,
- E-portfolio in Moodle, and other social services.

Sixty-four EHU teachers passed the aforementioned courses. The Center continues to provide consultations and workshops on how to work with Moodle and certification of distance learning courses: sixty-two newly developed BA and MA courses were certified, 279 teacher-advising sessions were held. In the framework of a collaborative project with the State University of New York (SUNY), the Second International Conference on E-Learning for a Changing World: the New Role of Electronic and Interactive Design took place at EHU on 3–4 November.

Over 196 prospective students passed EHU’s pre-university courses. Currently, fifty-one students are enrolled in the pre-university courses (with a goal of 200 students). In May–June 2012, 287 students passed admission tests in Minsk. A new English-language distance learning course was developed for prospective students in October 2011.

Student Activities

EHU’s Student Union

The EHU’s Student Union (Student Government) has been cooperating closely with Lithuania’s National Student Union, EHU’s Lithuanian Cultural Project LitPro, and other partner organizations. In November, EHU’s Student President Maksim Milto represented Lithuania’s National Student Union at a meeting of European Student Unions in Bulgaria. The meeting brought together representatives of national student unions from thirty-eight countries. In December 2011, M. Milto took part in the workshop “Student Participation in Higher Education Governance” organized by the Council of Europe, the European Student Union, and the Ministry of

Education and Science of Armenia. In February 2012, M. Milto was elected Vice-President of Lithuania's National Student Union.

Together with LitPro, EHU's Student Union organized a number of charity events, including a blood drive, an auction, and a raffle to raise money for presents for Lithuanian and Belarusian orphans.

In March 2012, Hauryl Smaharzheuski was elected President of EHU Student Union (SU). From the very beginning of spring semester, EHU SU initiated several cultural projects: 'Picnic' in cooperation with MRU (to integrate EHU students into local cultural environment) and 'Guest of the Month' to broaden the knowledge about a variety of Belarusian business in media, law, and political contexts. EHU SU had been supervising a workshop with guests from Belarus). EHU SU represented the University at Lithuania's National Student Union Assembly 2012, in Klaipeda (August 2012).

Student community website

The student community website, students.ehu.lt, developed by EHU's Student Service with EHU students, saw an increase of 51% in the number of visitors for the period of October 2011–March 2012, and another increase of 30.53% in the number of visitors for the period of April–September 2012. The overall number of visits totals 35,000.

Activities of the StudAlliance organization

StudAlliance, an organization of active EHU students, continues to contribute to a vibrant university life. It organized four concerts of Belarusian bands. It developed a 'Discover Vilnius' project aiming to attract prospective students, and conducted workshops with human rights experts. The StudAlliance also initiated a project on youth business and career—'Invent Yourself'—designed to assist EHU students, as well as Belarusian and Lithuanian students, in starting their own businesses and NGOs.

Over the period of March–September 2012, StudAlliance has implemented the following projects and initiatives:

1) Trainings, seminars, conferences as part of 'Invent Yourself'

9–10 March 2012: seminar on fundraising at EHU

30–31 March 2012: seminar on start-up capital at EHU

4 May 2012: seminar on work motivation at EHU

2) Cultural events, concerts

19–25 March 2012: participation in Belarusian Week in Vilnius

23 March 2012: an exhibition 'Unknown Belarusian People's Republic' opened at EHU

24 March 2012: celebration of Belarusian Freedom Day at the Vilnius Town Hall

3) Other activities

28–30 April 28-30, 2012 – implementation of the stage 2 of the 'Discover Vilnius!' project

Launching of the www.studalliance.org website

4) 'Belarusian Spring in Vilnius' – social and information project

1–2 May 2012: outdoor installation 'Working weekend of the Belarusian riot police' in Vilnius (Europe Square and Town Hall Square)

12–22 May 2012: outdoor installation against visa barriers in Vilnius (Station Square)

19 May 2012: concert 'Solidarity with Belarus' in Propaganda Club in Vilnius

24 May 24–2 June 2012: outdoor photo exhibition 'Press Photo Belarus 2012' (Odminių Square, Gediminas Avenue)

Election Observation: Theory and Practice Project

EHU students involved in the Election Observation: Theory and Practice project had the opportunity to receive training for registration as independent election observers. EHU sent observers to presidential elections in Ireland, parliamentary elections in Slovakia, and presidential elections in Russia. In September 2012, EHU sent observers to parliamentary elections in the Republic of Belarus. Four EHU students, one alumna, and one faculty member were among a group of election observers detained by authorities a day after parliamentary elections in Belarus.

Moot Court Competition and other competitions

EHU's Moot Court Team took the first place at the Philip C. Jessup International Moot Court Competition Baltic Cup 2012. Team member Uladzimir Dzenisevich was named Best Speaker. Later, the team represented EHU at the 53rd Invitational Philip C. Jessup International Law Moot Court Competition in Washington, DC, 25–31 March. It is the world's largest moot court competition, with participants from over 500 law schools in more than 80 countries. While in Washington, EHU's Moot Court Team met with EHU supporters at a reception hosted by powerhouse DC law firm Alston & Bird, as well as Barry Jackson, Chief of Staff of the Speaker of the US House of Representatives.

The EHU team, consisting of International Law students Bogdan Sarazhinski, Tsimafei Savitski, Maksim Kazlouski and Zlata Smirnova, participated in the Model of International Criminal Court (MICC), which took place 8–13 March 2012 in Krzywowa, Poland. Teams from Lithuania, Belarus, Poland, Bosnia and Herzegovina, Turkey, Georgia, Germany, Ukraine, and Russia participated in the competition. The project participants had an opportunity to gain the practical skills of working as judges, and defense and prosecuting attorneys. This year, EHU participants also took part in the UN Security Council simulation focused on the situation in Syria.

Cultural and Research projects competitions

Between October 2011 and October 2012, EHU's Student Service unit held four calls for student-organized cultural projects. Support was awarded for the implementation of twenty-five projects.

Two calls for research project proposals were also held. Six proposals received implementation support.

Newspaper

EHU students produce a monthly student paper, the *EHU Times*. It reflects EHU students' views about their studies and life in Lithuania, and features interviews with scholars and students.

Alumni

EHU has begun an intensive effort to promote connections among alumni and between alumni and the University. Alumni events have been held in Minsk and New York City, with additional personal outreach to alumni throughout the world, as well as improved data collection on alumni—where they are and what they are doing.

EHU is happy to note that alumni are responding very positively, with more and more of them joining EHU's alumni network. The University hopes that connecting alumni and stimulating regular interaction among them will prove useful, first and foremost, to them (demonstrating the benefits of networking with people one knows and have worked with) as well as to EHU in the form of improved outreach about and support for EHU's continuing mission.

In November 2011, a new webpage dedicated to alumni was launched: students.ehu.lt/alumni. The website contains news, announcements, career opportunities, alumni success stories, and an interactive alumni map based on data submitted by registered users. The website allows alumni to search for their classmates and exchange contact information. Facebook and V Kontakte pages are also being utilized to connect alumni to each other and to EHU.

An alumni scholarship fund for EHU students was instituted and has already raised LTL 3217.46 from alumni.

On 23 February, a meeting of EHU alumni took place in the Lithuanian Embassy in Minsk. About fifty alumni from both Vilnius and Minsk periods participated in the event. The event provided an excellent opportunity for alumni to network and contribute to the alumni scholarship. Alumni also actively participated in twentieth anniversary celebrations in Washington, DC, and New York City.

On 6 June, more than thirty alumni attended the University's first alumni homecoming in Vilnius. The event featured icebreakers, an informational presentation, and a charity auction, followed by EHU's Twentieth Anniversary Gala Reception.

As a first step toward creating an alumni benefits program, alumni were presented with an OZAS VIP shopping card. They could also place bids on EHU memorabilia and a balloon flight over Vilnius at the alumni charity auction. The money collected at the auction was added to the Alumni Scholarship Fund.

Alumni have been regularly receiving updates on various opportunities via social networks on Facebook, V Kontakte, Google, and a recently created group on LinkedIn. The number of alumni we are in touch with through various methods of communication is as follows:

- EHU Alumni mailing list: 611
- EHU Alumni Google Group: 249 participants
- EHU Alumni International Facebook Group: 342 members
- EHU Alumni North America Facebook Group: 42 members
- EHU Alumni LinkedIn Group: 58 members

Location of EHU alumni

The survey of the European Humanities University's Class of 2011 indicates that about half reside in Belarus after completing their education at EHU. Forty-nine percent of 2011 graduates (103 out of 210) report they are living in Belarus. Eighteen percent say they are in Lithuania, and another 18% are residing in a third country. The responses mirror a trend indicated by surveys of EHU's Classes of 2009 and 2010. Forty-nine percent of EHU students surveyed after graduation in 2010 said they reside in Belarus; in 2009, 40% said the same. About 15% of both groups said they were living in Lithuania after graduation and about 19% indicated a third country. The response rate in 2009 was lower (71%) than the response rate to surveys in 2010 and 2011 (more than 85%). Two-thirds of currently enrolled EHU students reside in Belarus, taking advantage of EHU's online course offerings. About 700 students reside in Vilnius, Lithuania, attending classes on campus. Of the alums who are either working or working while studying, 39 work in Belarus, 15 in Lithuania (nine of them at EHU), and nine in other countries.

Employment of EHU Alumni

We continue to collect data on employment of EHU alumni. In September we collected employment data on 179 alumni who graduated from EHU over the past three years and are currently residing in Belarus. According to the data, a majority (67%) are employed in private sector (private companies, businesses). Some have companies of their own. Twelve percent work in nongovernmental organizations, while six percent work as journalists in independent media. On 21–22 February, a questionnaire was distributed to first-year MA students with EHU undergraduate degrees. Twenty alumni responded; nineteen did not (either did not return the questionnaire or were not present in classes where the questionnaire was distributed).

Of the twenty who responded, four live outside of Belarus: two in Russia and two in Lithuania. The majority of them (nineteen) came to Lithuania on a visa, not on a residency permit. Of those, three answered that they have applied for a temporary residency permit. Seventy percent of respondents (fourteen) reported that they are employed. Nine work in Belarus, three in Lithuania (two of them at EHU). Most answered that they work either in the private sector or work for nonprofit organizations. Three persons who work in Belarus are employed by state-owned entities: the National Library of Belarus, Babruisk Museum of Local History, and the Vilejka Ethnographical Museum. Other examples of alumni employment in Belarus include work for the Refugee Consulting Service, the Streamline Foreign Languages School, various travel agencies, and Internet companies.

EHU MA Graduates 2012

Both on 23 March and 13 July 13, questionnaires were distributed to 2012 graduates of all EHU MA and BA programs. Sixty-eight percent of 2012 graduates (158 of 231) answered the questionnaire (all those who were present at both graduation ceremonies). The data reveal that a majority of EHU graduates are willing to stay in touch with the University and participate in alumni activities in one form or another.

Alumni Profiles

Aleksandr Tanana – 2011 alumnus of the BA Visual Design and Media program. Mr. Tanana is a successful visual artist and animator, winner of several awards: Mr. Tanana took first prize and was recognized as the best young artist at the International Thermaikos 2min Film Festival. His animated works can be described as psychedelic, existential mind-journeys, influenced by his personal interests in spiritual healing, meditation, and

yoga. Tanana was a member of DeviantArt, and in 2010 found an outlet on Albino Blacksheep to express his unique animation style, receiving very positive feedback.

Anastasiya Matchanka – 2009 BA International Law alumna. Ms. Matchanka is a coordinator of the Election Observation: Theory and Practice Project (EOTP). The project provides young Belarusians with an analytical and critical framework for the evaluation of political processes. EOTP offers a unique opportunity to learn about the experience of independent observers from Belarus and to gain practical skills via actual observation of elections in neighboring countries. The project is also engaged in the observation of elections in Belarus.

Vladislav Androsov – 2010 BA Cultural Heritage and Tourism, 2012 MA Preservation and Interpretation of Cultural Heritage alumnus. Mr. Androsov is Founder and CEO of MedTravelBelarus, the first Belarusian tour operator in the sphere of medical tourism. The two-year-old company has created high standards and value in this strictly regulated market, and guarantees high-quality treatment for its clients. Androsov lives in Belarus.

Volha Karach – 2012 MA Public Policy alumna. Ms. Karach, one of the most active women politicians in Belarus, heads the civic organization “Our House” in Vitebsk. One of her recent initiatives was to mark 7 March as an annual day of memory for the women victimized by actions of the Belarusian police.

Alena Zuikova – A 2010 BA Political Science and European Studies alumna, Ms. Zuikova works at the Brussels for International Consortium, EUROBELARUS. She has worked as a policy analyst at the Centre for European Transformation and as an assistant to Member of European Parliament Justas Paleckis.

Katsiaryna Radzko – 2005 MA Women's Leadership alumna. Ms. Radzko works as the Project Manager at Belarus Office of Konrad Adenauer Foundation (KAS). An application for the registration of KAS in Belarus, submitted in 2004, was not approved by the authorities; therefore, Vilnius was chosen as the residence for the new KAS Country Office for Belarus, which main task is to support those civic forces working for the creation of a free, democratic and lawful Belarus.

Alaksandr Lahviniec – 1997 BA Political Science and European Studies alumnus. Mr. Lahviniec works as an advisor to Aliaksandr Milinkevich, the chairman of Belarusian For Freedom movement. Lahviniec is a senior lecturer at EHU, where he teaches the course “EU Integration Processes and Institutions.” Lahviniec lives in Belarus.

Research and Publications

EHU’s research activities focuses on three strategic topics: liberal education in the contemporary world, sociocultural transformations in Eastern Europe and problems of European integration, and the ideological grounds of European culture and the logic of globalization. These topics determine the further development of research projects, publications, and events carried out by EHU research centers, scholars, and the EHU Research Division.

EHU conducts research through faculty members and ten research structures: the 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 Studies, Laboratory of Critical Urbanism, Center for Contemporary Art, Center for German Studies, and the Center for the Study of the History and

Culture of Jews in Belarus. In 2012, a new research center was founded: the Center for Constitutionalism and Human Rights.

In March and April of 2012, the Research Division of EHU developed a project entitled “Lithuanian Research Policy 2012–2030: Prospects for EHU Science.” With support from LitPro, the project was realized in the format of a workshop with participation of representatives of EHU research departments in collaboration with key persons from the Lithuanian Research Council and Think Tank, responsible for research policy strategic planning. This workshop contributed to the development of EHU’s own strategic planning and management in the field of research policy.

The Research Division has organized a competition for faculty members and doctoral and masters students for short-term research projects on the issues of European integration with the financial support of Jerzy Buzek, former president of the European Parliament. Grants were awarded to three teachers, one PhD student, and one MA student in February 2012.

In AY 2011–2012, based on the results of the competition, fourteen students (six BA and eight MA) won the EHU research grants for realization of individual research projects.

EHU researchers have published 82 publications, including 72 scholarly articles, 15 of which were published in scientifically recognized international journals, and 63 – in peer-reviewed journals. In addition, 33 scholarly articles were accepted for publication, 30 of which - in peer-reviewed journals.

EHU faculty organized more than a dozen scientific events, conferences, seminars, summer school sessions and workshops, and an international conference—*The Mission of Humanities Universities in Eastern and Central Europe: Between Training and Building*—dedicated to the 20th Anniversary of EHU. This conference gathered scholars and University managers from Europe and abroad in Vilnius to celebrate two decades of Liberal Arts education in the “University in Exile.” For two days, representatives from Albania, Belarus, Czech Republic, France, Germany, Ireland, Lithuania, Moldova, New Zealand, Russia, Slovakia, Ukraine, the United Kingdom, and the US discussed both the risks and possibilities connected with developing independent and autonomous universities in Eastern Europe, and for civil society in general. The participants articulated the value and mission of the social sciences and humanities and considered problematic issues for the development of studies in the liberal arts in the universities of Eastern Europe. The problems of university autonomy and academic freedoms, the role of values in humanities education, types of transmitted knowledge, global trends in higher education, and challengers of the Bologna Process for national university policy in the region were examined, with particular focus on Belarus, Russia, Ukraine, Eastern Germany, and Lithuania. In the final document, “The EHU 2012 Declaration Supporting the Mission of Liberal Arts Universities in Eastern Europe (Dedicated to the 20th Anniversary of European Humanities University in Vilnius)”, it is underlined that, with the help of EHU partners and supporters, the value of social sciences and humanities education has become clear during our twenty years of existence.

Among other events, it is necessary to mention the international conference, *Baltic-Black Sea Intermarum: Paradigms of regional development and transformations of law* (CASE, EHU, Vilnius, 29–30 March 2011), and the historical Exhibition, *Unknown Belarusian People’s Republic* (Vilnius, 23 March 2012), and various seminars, round tables, and public lectures.

The EHU Press is publishing four academic journals:

- Since 2000, the academic journal “*Topos*” has explored the intersection of philosophy and cultural studies combining different theoretical and methodological perspectives in discussions of various topical problems arising in the spheres of the humanities, social, and cultural sciences. The journal is included in the international electronic database, The Philosopher’s Index.
- Since 2001, the EHU Press has annually published two double issues of “*Perekrestki*” (in Russian) and the digest “*Crossroads*” (in English), an academic journal edited by the Center for Advanced Study and Education (CASE), which focuses on social transformations in the region of Eastern Europe (Since 2011, the journal has been indexed in the international database EBSCO-CEEAS – Central and Eastern European Academic Source.).
- Since 2008, the journal “*Homo Historicus*” devoted to historical anthropology, social anthropology, ethnology, new approaches to historical science—oral history, social history, and micro-history—has been prepared by the Institute for Historical Research on Belarus and the EHU Press. The 2010–2011 issue is devoted to the problems of the history of Grand Duchy of Lithuania, Palesie, and memory politics in Vilna. The annual is a multilingual project—Belarusian, Ukrainian, Russian, Polish, and English languages are used in annual articles.
- In 2011, the EHU Press published the first issue of a new annual, “*Tsaytshrift*” (ציײטשריפֿט). It is dedicated to the study of Jewish history, demography, literature, economics, language, and ethnography. The journal is edited and published by EHU’s Center for the Study of the History and Culture of Jews in Belarus (Jewish Studies Center).

Regional Impact

EHU employed strategies fostering dynamic communication and interaction among regional institutional actors in issues important to societies in transition by supporting scholarly and professional cooperation on programs developed locally and delivered in regional languages. The Center for Advanced Studies and Education (CASE) enables EHU to be a part of a regional hub for high-quality research and scholarly initiatives while allowing EHU to expand its research capacity.

Recruitment for research proposals was conducted during April–May 2012. CASE focused on new priorities relevant to actual challenges for the Borderland region. These included the following topics:

- Genealogy of social elites of the Eastern European Borderlands
- "Trade war" as a factor in international relations in the regional context
- The middle class in Belarus, Ukraine, and Moldova: the criteria for its identifying
- Government, the opposition, and the new communication technologies: Twitter, Facebook, and YouTube as catalysts for social change
- Constitutional theory and practice in the Eastern Borderlands: The Experience Transformation

- Belarus, Ukraine, and Moldova in the context of the construction of new regions: Challenges to geopolitical projects (GUAM, EurAsEC, Customs Union, the Eastern Partnership, the CSTO, Intermarum, etc.)
- Religion and the Public Sphere in the Eastern Borderlands: Two decades of liberalization
- Ethnicity, regionalism and nationalism in Belarus, Ukraine, and Moldova: "New" and "Old" minorities in the context of the ideologies of nation-building
- Anthropology of post-Soviet everyday life: Strategies of survival and the power of the individual, social, and cultural mobility
- Scientific journals since 1991: Policy knowledge and intellectual communities.

The recruitment resulted in the award of eight collective projects (from a total of 17 applications), each for a period of 18 months; and 11 individual grants (from a total of 41 applications).

The International scientific research conference, *Baltic-Black Sea Intermarum: paradigms of regional development and transformations of law*, took place on 29–30 March in Vilnius. The conference featured fellows from Belarus, Ukraine, and Moldova who delivered the results of their research in chosen areas as well as researchers and experts from the US, European countries, and Russia. CASE also acted as co-organizer of *The Mission of Humanities Universities in Eastern and Central Europe: Between Training and Building*, a conference dedicated to the twentieth anniversary of EHU and an understanding of the problems of higher education in Central and Eastern Europe (6–7 June 2012, Vilnius). Several of CASE's grantees and alumni participated in it.

In accordance with CASE's goal of raising the level of research methods of its grantees, the Center organized a number of methodological seminars in Vilnius. All individual grant recipients and representatives of each team of collective grantees were required to participate in these events as a condition of their grant.

The fourth seminar (6–10 February 2012) was devoted to the topics of religious organizations and political movements, cultural topography of space, and destiny of nationalism in Western Eurasia. The interactive lectures were accompanied by intensive discussions, round tables, and workshops. The topics included "Fieldwork in the museum of genocide (Vilnius)", "The results of growth of the religious radicalism in the post-soviet states", "CASE Ukraine, Moldova and Belarus: analysis of the perspectives of the political nation-building".

The fifth seminar (15–22 July 2012, Vilnius) was focused on the topics of methodology of research, problems of the modern higher education, including the Europeanization of higher education in post-Communist countries, as well as topics such as "Science, Religion and Societal Transformation in the Global Village." CASE's scholars also presented their research projects accompanied by intensive discussions.

During the period of October 2011–September 2012, CASE has published two new volumes of its journal *Perekrestki*, and a new volume of the English-language digest, *Crossroads*. The journal contains the work of CASE fellows along with reviews of books and scholarly articles and other relevant academic publications by experts in the field of border studies. In addition to *Perekrestki* and *Crossroads*, CASE published the monograph *Notion of the Borderland and practices of its usage* from the collective grant team of Vl. Kravchenko, A.

Musiezdov and O. Fillipova (Kharkiv, Ukraine). CASE also supported the edition of the third volume of the compilation of articles, *Homo Historicus (The Journal of Anthropological History)*.

The CASE library collection now includes more than 2,000 volumes, including items published or purchased by the Center. In addition, there are over 150 new items currently in the library's collections.

International Cooperation

EHU actively participates in the Erasmus exchange program. An intensive information campaign for students and academics has been launched to promote opportunities to study, teach, and receive training abroad.

In March 2012, for the second time, EHU applied to the Lithuanian National Erasmus Agency for Erasmus Mobility grants. The competition for exchange places for high residence students was opened in November 2011 and closed in March 2012. During AY 2011–2012, EHU will have more than ten staff members participating in Erasmus staff training mobility to enhance their capabilities in international relations, communication, marketing, and fundraising. During AY 2011–2012, thirty-three students received an Erasmus scholarship to study abroad for one semester or the full academic year.

Over the last year, EHU has increased the number of formal Erasmus bilateral agreements to eighty-one, which allows for a maximum of 215 possible exchange places for EHU students. This has increased the chances for student participation from all academic programs. As a result of the increased number of cooperation agreements EHU is expecting and increasing number incoming exchange students for the AY 2012–2013. Currently, nineteen incoming exchange students study at EHU from five foreign countries.

The increase of EHU bilateral agreements gave EHU staff opportunity to wider their international activity. In AY 2011–2012, nineteen EHU staff members participated in Erasmus staff training including one staff teaching placement.

In AY 2011–2012, EHU increased the number of incoming international tutors, and reached the goal of the staff training work frame: nine incoming teacher placements, one incoming international intern, and three incoming international staff.

EHU continues its active participation within the European University Foundation–Campus Europae. Together with its partners, the University is working to increase the quality of student exchanges across Europe. In February 2012, EHU hosted a workshop on academic recognition organized by the European University Foundation–Campus Europae with more than twenty participants from seven different countries.

EHU students took an active part in Campus Europae by organizing the Ride for Your Rights project. In June 2012, two EHU-selected students—with EHU financial support—together with their colleagues from other Campus Europae universities, rode bicycles through several European countries, promoting international studies and the Campus Europae foundation.

EHU set the list of Campus Europae academic representatives in history, media, foreign languages, political science, and law sciences. EHU representatives participate in Campus Europae profile committee meetings. In AY 2011–2012, four international visits in this work frame were made.

European Humanities University participates in the MAUNIMO project initiated by the European University Association. The project aims to develop a mobility mapping tool.

EHU has enhanced its cooperation with the German Academic Exchange Service (Deutscher Akademischer Austausch Dienst or DAAD). This has led to an increased number of students applying for various DAAD programs. In November 2011, a DAAD lecturer started teaching German studies as a new member of the EHU faculty for a full academic year. These efforts will support the further development of the Center for German Studies at EHU and the introduction of the certificate for German studies.

European Humanities University is looking forward to increased opportunities for mobility for low-residence students. With the generous support of the Norwegian Centre for International Cooperation in Education (SIU), and in cooperation with the Law Department of University of Oslo, during three academic years starting from AY2012-2013 EHU will send annually twenty students for one semester. The project is valued about 1 million Norwegian Krone, which will be used to pay stipends. Four of EHU's low residence students have been accepted and are taking their studies at the University of Oslo.

EHU participates in the International Research and Exchanges Board (IREX) University Administration Support Program (UASP) supported by the Carnegie Corporation of New York. In 2012, EHU Vice-Rector for academic affairs, Aliaksandr Kalbaska, took part in this program and, for the time being, is involved in a fellowship in University Administration in several colleges and universities in the USA. Until November 2012, Aliaksandr Kalbaska will conduct research at the Reves Center for International Studies at William & Mary as a visiting IREX Fellow.

EHU participated in the annual European Association for International Education conference in Dublin, 11–14 September 2012, one of the largest and well-known HEI fairs in Europe.

Sustainability

The University covers its expenses from two main sources: donor funding and income generated through the University (tuition fees, revenue generating programs and activities). In financial year 2010–2011, donor funding decreased—for the first time since the establishment of the University—by €380,717, but this decrease was compensated for by the increase in University incomes. That indicates that the University passed the breaking point in the development of a higher level of sustainability in which it needs less external funding and is itself capable of generating higher income. This tendency is clearly illustrated in the table below constructed on the factual results for the FY 2010–2011 and forecasts for the structure of future incomes and expenses.

	AY 2010/2011		AY 2011/2012		AY 2012/2013		AY 2013/2014		AY 2014/2015		AY 2015/2016		AY 2016/2017		AY 2017/2018	
	Amount, Euro	% from total														
TOTAL INCOME	4,884,771	100%	4,886,337	100%	5,246,000	100%	5,327,000	100%	5,590,000	100%	5,748,000	100%	5,987,000	100%	6,143,000	100%
Donors funding	3,462,426	71%	3,413,449	70%	3,504,000	67%	3,530,000	66%	3,523,000	63%	3,484,000	61%	3,484,000	58%	3,407,000	55%
University incomes	1,422,345	29%	1,472,888	30%	1,740,000	33%	1,798,000	34%	2,066,000	37%	2,264,000	39%	2,503,000	42%	2,737,000	45%
TOTAL EXPENDITURE	4,884,771		4,886,337		5,246,000		5,327,000		5,590,000		5,748,000		5,987,000		6,143,000	

Coverage of the University's expenses through its income increases each year at least by 1 to 4%, while donor funding is decreasing by the same percentage respectively. Thusly, the University is becoming more and more self-sustainable.

The University and the EHU Trust Fund have successfully raised funds in the last two years to enable EHU to reach short-term financial viability in Vilnius, and always in anticipation of the moment at which it can responsibly return to Minsk. Although the search for longer-term sustainability continues to be complicated by demographic trends (fewer students across the region), a general decline in applications to social sciences and humanities programs, the effects of the economic crisis and European restructuring of higher education programs, EHU and the EHU Trust Fund and the Friends of the EHU in the US continue their search to find new donors and to diversify the donor base. In addition, the Nordic Council of Ministers has initiated a political process with the aim of securing support to the establishment of an endowment fund for EHU. Establishment of an endowment is considered the only possible long-term sustainable solution to securing the financing of EHU.

The present lease for premises at Mykolas Romeris University runs until September 2013 for all premises. The Lithuanian government recommends that Mykolas Romeris University extend its current contract until September 2014. Reconstruction work on new premises in Boksto/Bazilijonu str. began in August 2012. We expect the reconstruction to be completed in the summer of 2014. The administrative division of EHU also rents office space at another location in Vilnius.

Development and Communications

The twin goals of the University's development strategy are to sustain and increase, as much as possible, existing donor support, the vast majority of which comes from government sources, while creating a capacity for the University to raise funds from private sources, including foundations, individuals, and corporations.

Directed funding from governments has been key to the survival of the European Humanities University since its reestablishment in Vilnius after forced closure in Minsk. Cognizant of the need to create a broader donor base to ensure future survival and growth, EHU has embarked on a campaign to raise additional funds from foundations, corporations, and individuals, as well as to compete successfully for more competitive government funding opportunities.

In the near-to-mid-term, at least, funds raised in the private sector are intended to supplement rather than replace directed funding from governments. Preliminary discussions with key governments about initial and substantial contributions to an endowment fund have begun on the initiative of the Nordic Council of Ministers. It is expected that such contributions, once secured, will attract contributions from private donors after a donor base has been created and properly cultivated.

Approach and Strategy. EHU strives to inspire prospective and existing donors by showcasing the best of what the University has to offer to students, scholars, and society, as well as what additional resources the University can marshal by drawing on existing support.

Each year, the University hosts numerous delegations of visitors from donor countries for meetings with students, faculty, and leadership. These meetings are managed by the Department of Development and

Communications, with the support of the Student Service and Rectorate. Such meetings are key to ensuring that donors and key decision makers remain familiar with the realities EHU students and scholars face and why EHU remains an important project that is worthy of support. Recent increases in funding and funding commitments by several donors came on the heels of such visits either to EHU's campus, or abroad where EHU students and faculty are present and their experiences highlighted in a personalized way.

In all, more than twenty delegations visited EHU during the reporting period. High-level political delegations that visited EHU included delegations from Germany (led by the Head of the Federal Chancellery and Federal Minister for Special Tasks Ronald Pofalla), Sweden (two delegations—one led by State Secretary for International Development Hanna Hellquist and another composed of members of the Foreign Affairs Committee of the Swedish Parliament), the European External Action Service (led by Chief Operating Officer David O'Sullivan), and the United Kingdom (led by Minister for Europe David Lidington).

EHU develops proposals for new projects and programs that build on its strengths and position, and serve needs articulated and supported by prospective and existing donors as well as its strategic plan. Such projects aim to promote the values EHU represents in Belarus, Lithuania, and Europe as a whole, including academic freedom and other human rights and freedoms, critical thinking, personal responsibility, an informed and engaged civil society, and the rule of law.

EHU's campaign to secure more private funding is focused on three countries: Germany, the United Kingdom, and the United States. This by no means rules out the possibility of raising funds in the private sector in other countries. However, limited resources require some focus, so the aforementioned countries have been chosen based on an assessment of the strength of EHU's networks of support.

In each of these three countries (and elsewhere), EHU is leveraging the contacts of its Rector, members of its Governing Board, members of Friends of EHU, and members of other support groups, including the newly established Germany-based EHU Förderinitiative, e. V. New donors are being identified and targeted with information about EHU and opportunities to attend EHU-sponsored special events based on their potential interest in EHU's mission and their capacity to give or provide connections to prospective donors.

Internal processes are being implemented at the University that have increased and will continue to increase the number and improve the quality of grant proposals submitted in response to calls for proposals and similar opportunities.

In addition to the aforementioned major target countries, efforts have begun in Lithuania to attract support in addition to that provided by the Lithuanian Government. These have resulted in corporate sponsorships as well as individual donations and new support from the City of Vilnius. The Lithuanian Government has specifically asked the University to improve its outreach in Lithuania so that Lithuanian taxpayers could better understand the benefits and importance of supporting EHU. The University's Department of Development and Communications has responded by improving its outreach through the media and creating new initiatives designed to increase awareness about EHU in Lithuania, such as the EHU Public Conversations series. EHU's 20th Anniversary Gala in Vilnius Town Hall, attended by more than 200 guests, was another such opportunity.

EHU is also looking to its alumni as a possible source of future funding, although, given the average age of EHU alumni and the fact that most are in Belarus, alumni are not expected to become a major source of donations

for the foreseeable future. Nevertheless, EHU's appeal to alumni inspired donations to an alumni scholarship fund, with more than €1,000 raised to date, and great interest in expanding the alumni network.

At present, the campaign to solicit donations in Lithuania and Belarus is geared primarily toward raising awareness and laying the groundwork for long-term, permanent fundraising. Short-to-medium-term results are expected largely from major donors in other countries.

EHU's campaign strategy is based on collaborative efforts by EHU's leadership, faculty, students, alumni, Governing Board, and other support groups to implement the following processes:

- 1) Creating and raising awareness of EHU's ongoing mission among key prospects, connectors, influential individuals, and alumni through improved communication and personal interaction
- 2) Keeping individuals connected to EHU and its support groups, such as Friends of EHU, and building a sense of community among them through a regular program of interesting events, opportunities for involvement, and in-person and other forms of contact with EHU and its representatives, particularly, with EHU students and alumni
- 3) Identifying foundations whose missions align with EHU's and approaching their representatives and leaders through the identification and assistance of connectors who are familiar with EHU's mission and able to make the necessary introductions
- 4) Developing and increasing the number of high-quality grant proposals
- 5) Building relationships with companies by involving key individuals from those businesses in EHU's work as well as sponsorship opportunities that highlight corporate support and participation and opportunities to attend interesting events.

Reorganization. Pursuant to a decision by EHU's Rectorate, the Department of Development and International Relations has been renamed the Department of Development and Communications. This reflects the Rectorate's decision to move the International Relations Unit to the domain of academic affairs, renaming the unit the "International Office." The decision was taken in recognition of the fact that the work of EHU's new International Office must become more closely aligned with the work of academic departments and centers. Meanwhile, the Department of Development and Communications will focus on development, communications (both internal and external), and alumni relations.

The department has been successfully reorganized and the plan to improve EHU's visibility and establish fundraising operations in Lithuania and other target countries is well underway. Active teams of volunteers are being assembled to help EHU in Germany, the United Kingdom, and the United States, and consultants have been engaged to support and advise these teams on country-specific issues.

The revamp of EHU communications took somewhat longer than expected due to several staff departures. This notwithstanding, since the start of 2012, a communications strategy has been in place that turns focus away from the many travails that the University has endured (without, however, neglecting the compelling history of the University) and increasingly focuses on:

- The positive impact of the opportunities EHU provides on the lives of students, faculty, and others

- The courage and commitment of EHU's students, faculty, and leadership as all work toward a better future for Belarus

In Spring 2012 EHU launched the new www.ehu.lt in English as well as a new external e-newsletter that provides supporters and friends with a succinct and regular overview of campus developments and news and an internal e-newsletter that provides information to EHU faculty and staff about each other, with the intent of strengthening a sense of community among them.

Inspiring videos commemorating EHU's 20th anniversary were produced, including "Student Voices", which features interviews with EHU students explaining what EHU means to them, and a video shown at the 20th Anniversary Gala Reception in Vilnius in June 2012.

The quality of media coverage appears to be improving with the publication of several articles (particularly in European media) featuring more in-depth discussions with EHU students, faculty, and staff.

Results. As a result of the concerted efforts of the Department of Development and Communications, its consultants, the Rectorate, the Governing Board, Friends of EHU, the EHU Förderinitiative, the Nordic Council of Ministers, and other friends and supporters, since Fall 2011:

- EHU secured more than €100,000 in new support (both cash and in-kind, as detailed below)
- \$1 million in US Government funding that was eliminated by budget cuts at the Department of State was restored and will be disbursed over the next three years
- The Government of Norway pledged to nearly double its current level of support over the next three years (representing an additional ca. €800,000 in funding)
- More than a dozen events have been held and further events are planned that raise awareness, introduce EHU to prospective supporters, and build a sense of community and involvement among them, both in Lithuania, Belarus, and abroad
- EHU's networks are being leveraged to gain access to foundations and individuals that may be inclined to support the University
- Communications, public relations, and alumni organization have improved and continue to improve.

Perhaps the most significant achievement during this period was the reversal of a decision by the US Agency for International Development (USAID) to cut funding to EHU.

In late 2011 EHU leaders were informed that USAID funding was likely to be cut. This was made more explicit in meetings with USAID officials in early 2012. By June, the decision had been changed. The decision to award a new three-year grant of \$1 million to EHU was first announced by US Ambassador in Lithuania Anne Derse at EHU's annual Donors Assembly in Vilnius that month. Subsequently, US Secretary of State Hillary Clinton made a more public announcement.

This was accomplished thanks to extensive outreach by EHU and on EHU's behalf to key decision-makers and influential individuals in the United States throughout the year, especially during Spring 2012. This included letters from EHU's Trust Fund Manager Mads Meinert (Nordic Council of Ministers) to the US State

Department and a letter to Secretary Clinton from the Lithuanian Foreign Minister, as well as consistent advocacy by Lithuanian diplomats, GB members, Friends of EHU, EHU leadership, Trust Fund/Nordic Council of Ministers, and others who were introduced to EHU through a variety of activities in the US in Spring 2012 (activities described below).

Other achievements include:

- Renewal of Carnegie Corporation Funding for EHU's Centre for Advanced Studies and Education (CASE) (for a final two-year grant cycle)
- A new collaborative effort with the American Bar Association that provides advocacy skills training to EHU law students (value: \$8,800)
- New funding for human rights education in EHU's law department from the Government of Spain (€6,000)
- A new \$25,000 grant from Open Society Institute that supported a strategic planning process
- More than €1,000 raised for an alumni scholarship fund
- In-kind contributions totalling more than €35,000, including corporate support for various events; a Council of Europe human rights law training program for EHU law students; support for student travel from American Councils for International Education; luncheons and dinners hosted by Governing Board members; and others
- Relationships with more than a dozen businesses in Lithuania
- New contacts with EHU alumni, including 335 members on the University's alumni Facebook page, 248 subscribers to EHU's alumni Google group, and 54 members of EHU's LinkedIn group (at present, EHU has approximately 1,800 alumni)
- New alumni events, including meetings in New York, Washington, DC, and Berlin, EHU's first alumni homecoming in Vilnius and first meeting of alumni in Minsk
- A new President and officers of the Friends of EHU support group
- A new support organization established in Germany called EHU Förderinitiative, e. V.
- German Academic Exchange Service (DAAD) support for a visiting lecturer who is working with the new director of our recently re-established German Studies Centre to build up the Centre's programs and offerings (value: €50,000 per year).

United States

EHU is extremely pleased to have found a new leader for Friends of EHU (Friends): respected international affairs specialist Robert Nurick, Senior Fellow at the Atlantic Council. He has become the new president of Friends, taking over from Horton Beebe-Center, President of Eurasia Foundation, who has done so much for EHU in the past and remains as a member of the Friends board.

EHU has engaged Nancy Roth Remington, a development advisor with extensive experience in university

fundraising. Ms. Remington visited EHU in early 2012 to familiarize herself with the University. She provides valuable advice regarding overall strategy and is helping to plan, manage, and implement development efforts in the United States. Ms. Remington has developed prospect lists and advised on EHU's new English-language website as well as other communications material and funding proposals.

Development efforts included the following events in the first half of 2012:

- A reception for EHU law students at Washington, DC law firm Alston & Bird LLP (March 29)
- A prospect development meeting of educational and non-profit leaders at the Carnegie Corporation of New York (May 2)
- An EHU 20th Anniversary Presentation at the Kennan Institute of the Woodrow Wilson International Center for Scholars (May 7)
- An EHU 20th Anniversary Reception at the Swedish Ambassador's Residence in Washington, DC (May 8)
- An EHU 20th Anniversary Presentation and Reception at the Kosciuszko Foundation in New York (May 9).

These events were made possible thanks to the extensive involvement of the United States-based members of EHU's Governing Board—Acting Chair Dan Davidson, Gregory Prince, and Blair Ruble—along with Lithuanian and Swedish diplomats and their staff, Friends of EHU, and other volunteers who are interested in EHU and willingly donated their time and efforts to help EHU. A number of excellent ideas and contacts were generated and the Department of Development and Communications will be following up and building on these opportunities.

Germany

In Germany, EHU has registered and established a new non-profit organization called EHU Förderinitiative, e. V. It is headquartered in Dresden. A board comprised of prominent German leaders representing diverse political views as well as Belarusian expatriates is being created for the new organization. Its purpose is similar to that of the US-based Friends of EHU—to increase awareness of and support for the University, including fundraising campaigns. Our representatives in Dresden Michael Bechter and Maxim Asjoma lead this initiative.

Meanwhile, a separate Germany-wide awareness-raising campaign was conducted by EHU's friends at the Ring Christlich-Demokratischer Studenten. High-level German politician Minister Ronald Pofalla (who visited EHU on June 8 to deliver the closing keynote address for EHU's International Week) lent his support to this initiative.

As noted previously, EHU received the commitment of the German Academic Exchange Service (DAAD) to support a visiting lecturer who is working with the new director of our recently reestablished German Studies Center to build up the Center's programs and offerings.

An organizing committee has been formed to plan and implement a 20th anniversary event in Berlin that will include a conference focusing on EHU's accomplishments and history as well as such questions as how to strengthen German studies at EHU and whether support might be found so that EHU could become a center for transformation studies. The organizing committee consists of Markus Meckel, who is a member of the German Federal Parliament and a former dissident who became East Germany's last foreign minister; retired

German diplomat Hans-Georg Wieck, who led the OSCE's Advisory and Monitoring Group in Belarus from 1997–2001; and Peter Liesegang of the German-Belarusian Society. Minister Pofalla is scheduled to give the keynote address.

United Kingdom

In the United Kingdom, consultants Simon Pennington and James Butler of More Partnership have identified several dozen prominent British civic and business leaders who have demonstrated an interest in the work EHU does. EHU is working with our UK-based Governing Board member Anne Lonsdale to reach out to them in the hope that they will be interested in EHU. Some of these individuals are involved with US organizations, which will give EHU an opportunity to reinforce its message on both sides of the Atlantic. Planning began in summer 2012 for an EHU 20th anniversary event at the British Academy called "Academia on the Edge: The Case of the European Humanities University."

Lithuania

The strong support that EHU has received from the Lithuanian Foreign Ministry and its diplomats around the world has been remarkable. The entire EHU community is conscious of and enormously grateful for the friendship and support of its many Lithuanian friends and allies.

In Lithuania, EHU is building new connections with business and civil society, and raising awareness of EHU in general through a range of public events, programs, and other communications and outreach. One example of the bridges being built between EHU and Lithuanian society is that EHU's Student President Maksim Milto became Vice-President of Lithuania's national student union.

For example, EHU's recent business-to-business mixer, co-hosted with the Nordic Chambers of Commerce, brought together EHU's MBA students and Lithuania-based business people. This event was particularly well-received. Participants spent more than an hour after the official end of our event networking and discussing opportunities together. EHU has since been approached by Rotary and others interested in hosting similar events and recently organized a tour of Belarusian businesses where our MBA students and alumni work for business people from Lithuania.

A subsequent business-to-business trip to Belarus organized by EHU in cooperation with the Danish Chamber of Commerce included 24 participants—representatives of 14 firms, three chambers of commerce, and the Danish Embassy. Participants met with EHU students and other business leaders.

The new EHU Public Conversations series, launched with the support of our sponsor Novotel Vilnius Centre, has generated interest among the general public and is helping us build a local community of supporters and friends in Vilnius. A program of about 4-6 Public Conversations per year is anticipated. Conversations took place with Jeffrey Gedmin, President and CEO of Legatum Institute, on "Why Societies Need Freedom" and with Egyptian artist Mohamed Alaa about "Art and Revolution".

Prior to the inception of EHU's Public Conversations series, the Department of Development and Communications organized public lectures by Kevin McManus, director of ACME, a Sector Development Agency for Creative Industries in the Liverpool City Region on "Promoting the Creative Industries: the Liverpool Experience", and by David Kramer, President of Freedom House on "Belarus since December 19th."

Efforts to raise awareness about the University in Lithuania—a key priority for Lithuania’s government, which strongly supports EHU—seem to be having a positive effect. Lithuanians who have not known about EHU are approaching the Department with interest and some are offering to volunteer.

EHU is also attracting corporate and civil society leaders to public events, including the recent Public Policy MA and MBA graduation ceremony, where the commencement address was delivered by Lithuanian Microsoft executive Mindaugas Glodas, and EHU’s graduation ceremony in July, where speeches were delivered by former President of Costa Rica Jose Maria Figueres and Baltic head of 3p logistics Vilmantas Ladyga.

Historic Vilnius Town Hall was the setting for EHU’s 20th Anniversary Gala Reception on 6 June that brought together EHU friends and supporters, alumni, staff, and faculty for a celebration of EHU's 20th anniversary. The celebration helped further publicize EHU in Vilnius. Featured speakers included the Prime Minister of Lithuania Andrius Kubilius, CEO and founder of Skubios Siuntos/UPS Lithuania Vladas Lašas, MP Emanuelis Zingeris, Mayor of Vilnius Artūras Zuokas (by video), and others; EHU alumni were also in town for homecoming events that day and more than 40 alumni attended the Gala.

Belarus

Efforts to promote EHU in Belarus are hampered by a prohibition on advertising and limitations on where official gatherings can be held. Therefore, EHU has a well-developed strategy of promotion that relies primarily on word-of-mouth and social networks as well as online advertising and articles about events sponsored and organized by EHU. Nevertheless, EHU continues to reach out to Belarusian media and citizens, in many cases primarily via social networks and other online media, but through special, indirectly related events, as well.

Other Countries

As a result of participation in a conference at Oslo University in June 2011 entitled *Reimagining Democratic Societies: A New Era of Personal and Social Responsibility?*, several useful contacts were established, including with the Ministry of Foreign Affairs and Parliament, the Wergeland Center, and the leadership of Oslo University. The contacts led to a bilateral agreement with Oslo University that funds opportunities for five EHU low residence law students to spend a semester studying there.

An EHU delegation comprised of students and University leaders visited the European Parliament in Strasbourg in June 2012 as guests of Lithuanian MEP Dr. Laima Andrikienė. The delegation met with her and other MEPs, including the President of the European Parliament Martin Schulz. A press conference was held in honor of EHU’s 20th anniversary where Dr. Andrikienė spoke eloquently about the importance of EHU.

Grant Writing

The hard work and dedication of staff and increased cooperation with academic departments and centers enabled EHU to double its output of grant proposals, compared to the previous year. Given that even in the best of circumstances only a relatively small number of proposals submitted receive funding, to increase the amount and quality of proposals being submitted remains a priority, as does the strengthening of existing relationships with grant makers, the development of new relationships, and enhancement of follow-up and communication, which should increase EHU’s chances of success.

Professional Development

The Department of Development and Communications took advantage of ERASMUS staff mobility funding to visit the Central European University (CEU) in April 2012 to learn from CEU's fundraising, alumni relations, and communications experience. Development staff also participated in a variety of fundraising seminars.

Communications

EHU has launched the new www.ehu.lt in English and is now reviewing user experiences to further improve it. The new site will be launched in three other language versions (Belarusian, Lithuanian, and Russian) by the end of summer 2012. Communication staff also launched a new e-newsletter that provides supporters and friends with a succinct and regular overview of campus developments and news. A new video and brochure introducing EHU is being created and a new publication this fall that will present the best of EHU's speakers and serve as an ideas forum, demonstrating to the general public the value that EHU adds to intellectual debates, especially those that pertain to EHU's mission.

EHU enjoyed coverage in the Lithuanian, Belarusian, and international mass media. Thirty-eight percent of coverage of EHU was in the international media, 34% in the Lithuanian media, and 28% in Belarusian media. The majority of visitors to www.ehu.lt (11%) were from Belarus, 8% from Lithuania, 4% from the United States, 3% from Germany, 3% from the Russian Federation and 2% from Poland. Articles, stories, and a film about EHU were posted in digital news portals and printed in traditional print media. The number of visitors to www.ehu.lt during the reporting period was 164,841, which is similar to last year's numbers.

In total, nearly two hundred appearances in media have been reported in the given period, including three appearances on Lithuanian national television. Two cases of detainment of EHU students received heavy media attention in Lithuania. Hence, reporting in Lithuania exceed reporting in Belarus (45 per cent of stories originated in Lithuanian media channels, 39 per cent in Belarusian, and 17 per cent in international media channels). Internet portals Delfi and 15min reported most stories (12 per cent together). Stories in international media have been mostly positive towards EHU, whereas stories in Lithuania and Belarus reflected concerns that EHU is a channel for young Belarusians to emigrate to the West.

The Development and Communications Department has also taken firm steps to modernize and revamp EHU's communications materials. New version of EHU's English website was launched in February, and Russian version was being finalized in October 2012, giving EHU's major information source an up-to-date and friendly look. A 15% increase in website visitors has been reported with a peak in April (total number of visitors exceeding 50,000). In communications, attention has shifted from pure reporting to covering stories in an exciting and appealing way to communicate the advantages of EHU.

During the reported period, internal and external e-newsletters have been developed and distributed to nearly two thousand recipients. Updated one-page information sheets have been prepared in English and German, advertising materials prepared for EHU events. EHU visibility has also increased due to a number of public events, which attracted around half a thousand visitors in total. Professional photo sessions have been organized for communications purposes.

Recruitment

Visibility, Advertising and Promotion

The Student Service unit is responsible for recruitment of new students. The recruitment campaign focused on the development of media content and organization of promotional events, such as Open Doors, University Holidays, and others aimed at attracting prospective students. One of the main areas of focus of marketing and recruitment activities is promotion in social networks, the most popular one being VKontakte (vk.com/ehustudents).

EHU student involvement

The Student Service unit continued to actively involve students in the recruitment campaign. Among first year students, fifteen volunteers worked on preparing promotional materials and concepts, and distributed promo materials in Belarus.

Participation in Educational Fairs

EHU took part in the major Lithuanian Education Fair in Vilnius in February 2012 and attracted over ninety Russian-speaking high school students who were interested in enrolling in EHU and the kind of programs EHU offers.

Open Doors events

The Open Doors events, a.k.a. *University Holidays in EHU*, were organized in October 2011 and March 2012, and attracted a total of 260 prospective students. The students had an opportunity to attend classes and presentations of academic programs, university units and projects, ask questions, take a tour of the campus, and take admissions exams. *University Holidays in EHU* became a real brand among prospective students. There were more than 300 applications to participate in the spring Open Doors event.

Presentations in Vilnius schools

In an effort to promote EHU and its opportunities, EHU students and teachers held eight presentations and distributed promotional materials in Vilnius schools with Russian and Belarusian as languages of instruction.

Promotion in social networks, banner and context advertisement

The major recruitment efforts of the Student Services unit were focused on EHU promotion in social networks. Through the social network VKontakte, EHU was advertised among 120,000 Russian-speaking high school students and 128,000 university students of senior year of studies. Over the report period (one year) more than 2,000 new participants have joined the EHU group (vk.com/ehustudents), predominantly high school and university students from Belarus, Russia, Ukraine and other countries of the region. The Student Service regularly provides information updates and answers thirty to forty requests daily from prospective students.

EHU banners have been placed on the educational portals of Belarus, Ukraine, and Georgia as well as the main Belarusian internet portal Nasha Niva.

Distance learning course and competition for prospective students

Traditionally, EHU has been offering prospective students to take part in the Intellectual Marathon competition. The winners of this EHU competition for prospective students receive an additional 0.5 bonus point to their overall entrance exam rating. This year, 84 prospective students participated in the competition, 19 of them becoming winners, and four first-place winners (those receiving additional bonus points).

Eighty-nine participants enrolled in the distance learning course for high school students ‘Democracy and Human Rights.’ Twenty-four successfully completed the course, the majority of them being admitted to study at EHU’s undergraduate programs. It is necessary to emphasize here that EHU’s ‘Democracy and Human Rights’ is a unique opportunity for Belarusian high school students - the only course where they can study the works of contemporary sociologists, political scientists and philosophers on the topic of democratic society.

Videos about EHU: creation and promotion

This year, we focused more closely on creating promotional videos about EHU which would show the advantages of studying at the University, as well as vibrant student life, which positively affects the image of the University. Over the year, the Student Service unit has created over twenty videos, which were uploaded to the Internet and reached a total of over 16,000 views.

Artes Liberales

From 3–25 May, the Minsk’s “Ź” Gallery hosted a unique exhibition and educational project ARTES LIBERALES by EHU, featuring exhibitions and screenings of works created by EHU students and faculty, as well a series of lectures and round table discussions. The project received wide media coverage as “EHU coming back to Minsk for three weeks.” Books and journals published by the EHU Press were also sold in the “Ź” Gallery during the event, as well as flyers and information about the University, were widely distributed.

Promotional events organized in collaboration with the StudAlliance organization

The Student Service unit organized a series of EHU promotional events in collaboration with the student organization StudAlliance headed by an EHU MA student, which included:

- Presentation of EHU for the ‘Discover Vilnius’ projects participants (60 Belarusian high school students)
- Presentation of EHU for the finalists of the ‘What Do I Know about Europe?’ competition (20 Belarusian high school students)
- Promotional participation in the ‘Fair of the Peoples/ Tautu Muge’ in Vilnius. Around 5,000 people attended the fair
- Presentation of EHU at the intercultural fair ‘Global Village’ in Panorama shopping mall in Vilnius. Around 2,000 people attended the fair

International Education and Career Advising Center (IECAC)

The International Education and Career Advising Center (IECAC)—founded in cooperation with American Councils for International Education: ACTR/ACCELS and co-supported by the US Department of State and the Open Society Foundations—actively participated in all major events at EHU, such as orientation week for first-year students, the new pilot project “Discover Vilnius,” fall and spring “EHU Open Doors” events, and a fundraising seminar organized by Student Alliance. Staff also provided individual and group consultations to EHU students, administered four Network Scholarship Programs as well as the Opportunity program, continually updated the Center’s webpage on the EHU website <http://en.ehu.lt/en/international/international-education-and-career-advising-center>, published an article about IECAC activities in the new student publication *EHU Times*, and conducted IECAC presentations for various EHU guests.

Within the framework of the US State Department's International Education Week, IECAC staff organized a number of events for students and teachers at EHU in Vilnius, reaching at least eighty-nine individuals. For example, in November, a video call was organized with this year's Opportunity Scholarship recipient Nila Ivanova, who is currently studying at the Graduate School of Management at Robert Morris University in Illinois. During the call, she was able to share her experiences with eighteen EHU student participants regarding the application process and the benefits of studying in the United States. IECAC staff delivered lectures daily throughout the week on a variety of topics, including an overview of the US system of higher education, financial aid and student visas, standardized testing, and US-sponsored programs.

Since April 2012, IECAC staff implemented new type of service, i.e., on-line lectures on a variety of career-related advice and information on continuation of studies abroad. During this period we conducted seven online lectures which gathered almost 230 students. These lectures were uploaded to the newly created YouTube channel (<http://youtube.com/advisingbelarus>) and were viewed almost 5,000 times.

The Center organized regular outreach trips to Belarus over the reporting period. These trips opened additional possibilities for EHU to share information about IECAC activities and EHU programs. Over the reporting period, the Center was able to connect with at least 350 prospective Belarusian students by visiting partner organizations in Minsk, primarily through the Public Affairs Section of the US Embassy in Minsk.

Starting in February 2012, IECAC staff began implementing a new outreach plan in order to establish professional partnership relations with various educational institutions in Belarus.

The Center promotes EHU through its independently established Facebook group, Education Opportunities for Belarusians, which currently reaches out to 3,600 members as well as through a group on the Russian social network site VKontakte, which already has 1,150 members. Each day IECAC provides consultations for EHU and other Belarusian students in person and through the use of Skype and email.

SERVICE TO SOCIETY

By 2012 EHU had affected the lives of more than 2,500 students, graduates, teachers, and staff who chose to engage in an international liberal education free of ideological control and discrimination of any kind and who, because of their association with EHU, contributed more effectively towards their own social and economic wellbeing.

The impact of EHU is not limited to students' careers immediately after graduation; it is expected that EHU graduates will eventually hold key positions in a future democratic Belarus. Indeed, EHU's very existence reminds Belarusian society that there are alternatives to state ideology.

As a contribution towards its mission for the betterment of Belarus and neighboring societies, EHU shares its ideas and practices with a wide range of civil society partners and community leaders located in Belarus and working in association with Belarusian NGOs. The International Education and Advisory Center, in partnership with the American Councils for International Education, is recognized for its service to the broader community of Belarusian students seeking advice on study abroad. The Center promotes EHU through its independently established Facebook group, Education Opportunities for Belarusians, as well as through a group on the Russian social network site V Kontakte. This kind of online promotion of EHU using IECAC resources is successfully used in tandem with outreach trips to Belarus.

EHU aims to enhance the core knowledge, skills, and attributes of its graduates so that they may function effectively in all aspects of social life. Unlike students at other Belarusian universities, EHU students have the opportunity to explore ideas and express opinions freely, and learn to apply creative solutions to contemporary challenges in an environment that encourages critical thinking and personal responsibility. Human capacity is built through the first-hand experience of a multicultural and diverse environment advancing in accordance with international standards and practices.

STRATEGIC PRIORITIES

Restructuring Academic Programs

As a registered Lithuanian university, EHU is restructuring its academic programs to conform to upcoming changes in Lithuanian legislation and to best meet future challenges. The process of changing from a faculty-based system to a school-based system (for undergraduate and graduate programs) was accomplished by July 2009 with the establishment of a new Academic Secretariat. The same year, the Senate confirmed the “Principles and stages of conceptual transformation of the academic programs of European Humanities University.” A common approach to the internal system for quality control has been developed and adopted.

Transformation of Education Content

The University is concentrating its educational offerings by reducing the number of programs. This will contribute to accomplishing the mission and strategic goals of the University and include the integration of research and teaching, both interdisciplinary and multidisciplinary, the internationalization of education and the training of professionals able to become leaders in building civil society in Belarus.

Return to Minsk

EHU intends to return to Belarus when it is convinced the independence of the University can be assured. Meanwhile, the University will pursue its development in its current location by the means afforded in order to strengthen the University as a model liberal arts research university so that it will be in the best possible position to support the creation of a free, open and democratic society within Belarus. This underscores the European nature of the University and facilitates the potential for Belarus to enrich and be enriched by the traditions of, and new developments in European education as a whole.

The implementation of EHU programs requires a physical as well as a virtual presence in Belarus to recruit new students and to maintain direct contacts between students, teachers and the university administration. Thus, EHU continues to build education and research initiatives with the aid of support structures based in Minsk that have no formal relation to EHU. They have provided, since 2004, institutional, technical, teaching and methodological support and serve as focal points for the network of university staff and instructors located in Belarus. As a result, EHU has seen a steady expansion of its presence in Belarus, primarily through pre-university courses, art and cultural exhibitions, research collaboration and publications, despite a challenging political and economic situation.

When EHU can function once more as a Belarusian institution in Belarus, it will more probably be able to recruit students across the core disciplines of Social Sciences and Humanities, in direct competition with other local institutions. By keeping its links with its Lithuanian base EHU will also have all the advantages of an EU institution. Thus EHU will increasingly form a liberal beacon of international excellence and innovation in post-Soviet Europe. It will also become a global focus for Belarusian Studies and Culture including Belarusian Jewish Studies.

EHU STRUCTURE AND GOVERNANCE

EHU is led by its Rector and Founder Anatoli Mikhailov. A respected scholar of German philosophy, Professor Mikhailov sought to create an alternative to the system of education that his newly independent country had inherited from the Soviet Union. Inspired by the model of the Western liberal arts university, Professor Mikhailov founded EHU in 1992. When the Belarusian government closed EHU in 2004, Professor Mikhailov went into exile and has not returned to Belarus since the closure of EHU's Minsk campus in 2004.

Following EHU's move to Vilnius, Professor Mikhailov was reappointed to the position of Rector by EHU's international **Governing Board**. He is assisted by **three vice-rectors** who lead a multinational faculty and staff.

Academic staff and students serve on EHU's **Senate**—a self-governing body that ensures the quality of education and research and is responsible for academic planning and programs. It consists of twenty members, mainly EHU faculty, with two representatives of the Lithuanian academic community and three EHU students.

Students also elect a **Student Union**—an autonomous student government.

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

The **General Assembly of Part-Owners** consists of organizations active in the Central and Eastern European region and comprises the founders who were instrumental in re-establishing EHU in Vilnius.

EHU BUDGETING AND FINANCIAL MATTERS

Implementation of the financial plan for AY2011-2012

As of 30 September 2012, actual use of funds is equal to 97% of the planned budget for AY 2011–2012, remaining in line with the University forecasts, and at the same level as AY 2010–2011. Implementation of the AY 2011–2012 budget, as well as a comparison to the budget implementation for the same period of AY 2010–2011, is summarized in the table below.

European Humanities University Financial Statements October 2011- September 2012							
Nr.	Budget Line	AY 2011/2012			AY2010/2011		Notes
		Approved budget in €	Used budget in €	Implementation percentage	Used budget in €	2011/2012 versus 2010/2011	
Income used							
1	Secured funding by the University	€ 323,479	€ 726,681	225%	€ 894,493	81%	23
2	Tuition Fees	€ 1,335,870	€ 1,285,986	96%	€ 1,318,640	98%	24
3	Tuition fees from Non-Belarusian students	€ 79,680	€ 37,885	48%	€ 38,491	98%	25
4	EHU Trust Fund	€ 2,785,684	€ 2,361,746	85%	€ 2,242,911	105%	26
5	Additional Income Collected Through the Development Department	€ 28,394	€ 6,000	21%		100%	27
6	Revenue-Generating Programs	€ 146,251	€ 112,63	77%	€ 51,650	218%	28
7	Other	€ 28,105	€ 30,391	108%	€ 13,563	224%	29
Subtotal Income in cash		€ 4,727,463	€ 4,561,315	96%	€ 4,559,748	100%	
In-kind Contributions							
8	Donations of Facilities	€ 325,023	€ 325,023	100%	€ 325,023	100%	30
9	Donations of Equipment, Services, other goods						31
Subtotal value of In-Kind Contributions		€ 325,023	€ 325,023	100%	€ 325,023	100%	
TOTAL SUPPORT		€ 5,052,486	€ 4,886,337	97%	€ 4,884,770	100%	

Nr.	Budget Line	AY 2011/2012			AY2010/2011		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2011/2012 versus 2010/2011	

Expenditure							
10	Staff Costs	€ 2,522,635	€ 2,395,804	95%	€ 2,348,617	102%	32
11	Financial Aid Fund for Belarusian students	€ 527,000	€ 527,655	100%	€ 620,680	85%	33
12	Financial Aid Fund for Non-Belarusian students	€ 2,426	€ 2,000	82%	€ 2,426	82%	34
13	Student Activities	€ 46,064	€ 33,580	73%	€ 33,622	100%	35
14	Faculty Development	€ 88,200	€ 115,595	131%	€ 60,499	191%	36
15	Faculty Mobility	€ 158,167	€ 158,909	100%	€ 151,676	105%	37
16	Belarusian Academic Infrastructure and Networks	€ 233,468	€ 168,979	72%	€ 210,881	80%	38
17	Operations	€ 948,826	€ 743,307	78%	€ 947,512	78%	39
18	Revenue-Generating Programs	€ 146,251	€ 108,479	74%	€ 99,058	110%	40
19	Institutional Advancement and Development	€ 274,067	€ 263,199	96%	€ 177,663	148%	41
20	Special and Extension Project	€ 95,913	€ 358,707	374%	€ 223,032	161%	42
21	Expenses for Non Belarusian students	€ 9,468	€ 10,124	107%	€ 9,104	111%	43
22	Contingency Reserve	€ 0	€ 0	0%			44
Total Expenditure		€ 5,052,486	€ 4,886,337	97%	€ 4,884,770	100%	

Explanatory Notes		
23	Secured funding	Income received from institutional projects not covered by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU.
24	Tuition fees	Income received from BA and , MA programs in all modes of study collected within the current academic year for the new intake and previous enrollments.
25	Tuition fees from non - Belarusian students	Income received from foreign students entering existing groups of Belarusians.
26	EHU Trust	Income received from statutory grants, private foundations, and major individual gifts. Administered by Nordic Council of Ministers in the EHU Trust Fund. Guided by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU.
27	Additional income collected through Development Department	Income received specifically by the means of Development Department of the University.
28	Revenue-generating Programs	Income received from the programs created to generate income, e.g., MBA.

29	Other	Income received from minor individual gifts, fees or charges associated with services provided by the university, inter alia, sales of publications or products, commissioned research, retail sales, etc. Includes income received from dividends and capital gains on deposit accounts.
30	Donations of facilities	Estimated value of premises or installments used for the purpose of carrying out EHU activities.
31	Donations of equipment, services, other goods	Donation of any kind of goods or services.
32	Staff costs	Salaries, taxes, and social insurance obligations for teachers and administrative staff whose employment contracts are regulated by EHU Central Administration in Vilnius.
33	Financial aid fund for Belarusian students	Student accommodation, subsistence expenses, and health insurance.
34	Financial aid fund for non-Belarusian students	Stipends specifically established for non-Belarusian students.
35	Student activities	Student initiatives and cultural, sport, and social activities.
36	Faculty development	Research activities (sabbatical), qualifications renewal (training), and conference participation.
37	Faculty mobility	Accommodation and per diem for faculty traveling to Vilnius for delivery or administration of courses.
38	Belarusian academic infrastructure and networks	Applies the principle of <i>physically present</i> or <i>permanently residing</i> , includes those costs which can be considered to be <i>organized mostly within the territory of Belarus</i> : Minimal infrastructure, salaries for essential administrative staff, and organization of Belarusian infrastructure of Distance Learning Programs.
39	Operations	Maintenance, supplies, equipment, hardware, software, communications, and library collection services.
40	Expenses of revenue generating programs	Programs delivered on self-sustainable basis, e.g., MBA program.
41	Institutional advancement and development	Costs associated with GAPO, Board of Governors, promotion, advertising, travel, special events, and fundraising.
42	Special and extension projects	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.
43	Expenses for non-Belarusian students	Expenses incurred due to admissions of additional foreign students.
44	Contingency reserve	Reserve held for any contingency.

Explanatory Notes: Implementation of the Budget, October 1, 2011– September 30, 2012

Income

On 1 October 2012, the financial plan forecast total income from the following sources: 7% Secured grants; 28% Tuition Fees; 2% Tuition fees from non-Belarusian students; 59% EHU Trust Fund; 1% Additional incomes collected through the Development Department; 3% Revenue generating programs; and 1% to be collected through other resources.

On 30 September, the percentage of the budget used against planned resulted in the following distribution: 225 % Secured grants; 96% Tuition fees; 48% Tuition fees from non-Belarusian students; 85% EHU Trust Fund; 21% Additional incomes collected through the Development department; 77% Revenue-Generating Programs; 108% Other.

The following remarks should be noted:

- Line Item 1 (Secured funding): This line includes project grants and OSI funding related to the Minsk infrastructure and the organization of the distance learning activities in Belarus. During AY 2011–2012, EHU continued projects begun in AY 2010–2011 that were not reflected in this budget line since the budget had been approved before the start of the projects. For instance, projects with the European Commission in areas of research (“RESPECT”), program facilities development (“IREX”), the extension of the SUNY project aimed at the distance learning development, and the Erasmus program and the Case project, which began with funding through the University, allowed for additional, unplanned income in this budget line. In perspective, though, the situation will not change and essential fluctuation is predicted under this budget line since we cannot forecast approval and start of one or another project.
- Line Item 2 (Tuition fees): Collection of tuition fees is in line with our expectations, with some increase compared to the previous year.
- Line Item 3 (Tuition fees from non-Belarusian students): The University was unable to attract as many Lithuanian students as forecast. Therefore, income collected was less than planned on this line, as well as a drop in this line compared to the last year. Nevertheless, attempts to attract Lithuanian students are new and not yet fully prepared, facing obstacles such as course languages, and the historical advantages of other Lithuanian universities with higher name recognition in the market. Additional outreach efforts in the Lithuanian market are expected to bring stronger results in recruitment.
- Line Item 4 (EHU Trust Fund): EHU used 85% of the Trust Fund resources thanks to the projects that emerged to cover some of the expenses budgeted under this budget line.
- Line item 5 (Additional income collected through Development Department). This is a new line item for this year, and the small percentage of funding does not correspond to the University’s intensive steps in development of fundraising activities. The results of such activities cannot be monitored as yet: it was too early to expect high numbers in the first year.
- Line Items 6 (Revenue-generating programs): EHU collected around 23% less through the revenue generating programs since the MBA program has been unable to reach the proposed number of

students in the autumn semester. Nevertheless, the decrease in this budget line hardly affects the budget of the University since the MBA program is established on a self-sustainable basis, and reduction of income leads to an even larger reduction of expenditure by 26% (see budget line No. 18: Expenses of revenue-generating programs). The situation, though, is improving since the MBA program was able to admit students to the new course in spring in contrast to AY 2010–2011 when that course was cancelled due to the financial crisis in Belarus. As a result, our income through this budget line increased by 218 percent compared to AY 2010–2011, providing a profit of €4,146.

- Line item 6 (Other): Income generated at this budget line relates mostly to what is called “accountancy profit” and is of a rather technical or incidental character. Due to the currency exchange fluctuations on the global market, the University received a slightly more income than expected.
- Line Item 7 (Donations of facilities): This item corresponds to the planned figures calculated on the basis of space provided at Mykolas Romeris University (the University uses 2,672 sq. m. of Romeris University premises).

Expenditure

On 1 October 2011, the forecast for financial plan expenditures distribution is as follows: 50% staff costs; 10% Financial Aid Fund for Belarusian students; less than 1% Financial Aid Fund for non-Belarusian students; 1% Student activities; 2% Faculty development; 3% Faculty mobility; 5% Belarusian academic infrastructure and networks; 19% Operations; 3% Expenses of revenue-generating programs; 5% Institutional advancement and development; 2% Special and extension projects; less than 1% Expenses for non-Belarusian students; and 2% Contingency reserve.

On 30 September, the percentage of actual expenditures incurred against planned expenditures was as follows: 95% Staff costs; 100% Financial Aid Fund for Belarusian students; 82% Financial Aid Fund for non-Belarusian students; 73% Student activities; 131% Faculty development; 100% Faculty mobility; 72% Belarusian academic infrastructure and networks; 78% Operations; 74% Expenses of revenue-generating programs; 96% Institutional advancement and development; 374% Special and extension projects; 107% Expenses for non-Belarusian students; and 0% Contingency reserve.

In all, EHU incurred 97% of the costs planned.

The following points should be noted:

- Line Item 10 (Staff costs) was used in line with a forecast, and at the same level as in AY 2010–2011. Some economy was achieved since the program “Theory and Practice of Contemporary Art” originated only in distance learning mode, and not all funds allocated for the relocation of personnel from Belarus to Vilnius were used.
- Line Item 11 (Financial Aid Fund for Belarusian students) was used according to the budget.
- Line Item 12 (Financial Aid Fund for non-Belarusian students), in fact, consisted of one stipend, which was allocated and paid according to the plans, except that the amount was aligned to the other stipend sums, which equates to €2,000, providing an 18% difference between planned and actual figure.

- Line Item 13 (Student activities) expenditure was slightly less than expected, though at the same level as in the previous year. The difference occurred since the University football team had not started at the Lithuanian championship due to lack of players.
- Line Item 14 (Faculty development): The steps of University to increase research activities according to the official requirement gave the result of a 91% increase compared to the previous year. Increase of expenses by 31% relates to the Case Project, which began with funding through the University.
- Line Item 15 (Faculty mobility) expenses are in line with our expectations. There are no essential differences from last year.
- Line Item 16 (Belarusian Academic Infrastructure and networks) showed a decrease of 28% in this budget line related to the liquidation of one of the umbrella organizations in Belarus. Due to this, expenses for the rent and staff costs decreased by 28%.
- Line Item 17 (Operations) shows savings in comparison to the planned figures for this year—and to the same period in the last year—because of the projects carried out by the University itself, which enabled some of the planned expenses to be covered through them.
- Line Item 18 (Expenses of revenue-generating programs). The essential decrease of 26% in this budget line corresponds to a slight decrease of 23% in MBA program income since the program has been unable to reach the planned numbers of students in the autumn semester. The situation, though, is improving since the MBA program was able to admit students to the new course in spring in contradiction to AY 2010–2011 when that course was cancelled due to the financial crisis in Belarus. As a result, our income through this budget line increased by 218% compared to AY 2010–2011, providing a profit of €4,146.
- Line Item 19 (Institutional advancement and development): EHU activities in fundraising have only begun for this year and not all planned activities took place, providing a 4% savings in this year.
- Line Item 20 (Special and extension projects): During AY 2011–2012, EHU continued projects begun in AY 2010–2011 that were not reflected in this budget line since the budget had been approved before the start of the projects. For instance, projects with the European Commission in areas of research (“RESPECT”), program facilities development (“IREX”), the extension of the SUNY project aimed at the distance learning development, and the Erasmus and Case projects, which began with funding through the University, allowed for additional, not planned, income and additional expenses in this budget line, as well. In perspective, though, the situation will not change and essential fluctuation is predicted under this budget line without accurate forecast approval and start of one or another project.
- Item 22 (Contingency reserve): This line was a reserve for special cases. The University did not budget expenses for such cases.

Financial standing of EHU for upcoming AY 2012–2013 and five-year goals

This section consists of:

- First draft of EHU budget for upcoming Academic year
- Prospects of budget for upcoming five years
- No additional expenses for premises are envisioned for the next budgetary year and subsequent years to come. Rental prices on offices are stable. Three contracts on teaching premises expire in September 2012. Negotiations on a contract extension for three years, moderated by the Ministry of Education, are already in process. The Lithuanian Government recently allocated two more mln. Litas (1.600.000 Litas were allocated during the last two years) for reconstruction of the building destined to be used as premises for EHU.
- For the budget of 2012–2013, in view of the five-year goal to attract better Belarusian students, EHU will continue to support the newly admitted BA students at the level of €188,000 and the newly admitted MA students at the level of €18,000.
- The financial situation in Belarus continues to worsen, despite promises by the president of a reverse in gas and energy prices. This could require the University to take additional steps to stabilize the negative effects of income decreases in Belarus. Already evident in the budget is an actual decrease in income from Tuition Fees of €62,317, which in turn starts to affect the amount of funding to be raised from other sources.

EHU budget draft FY 2012–2013

The budget for FY 2012–2013, approved by the Governing Board on 4 June 2012, is based on the data of previous years as well as on the decisions previously taken by the Board (see table below).

Nr.	Budget Line	Year 2012/2013	Year 2011/2012	Difference in absolute value	Difference in percentage
Income in cash					
1	Secured funding	€ 323,480	€ 323,480	€ 0	0%
2	Tuition fees	€ 1,381,358	€ 1,335,870	€ 45,488	3%
3	Tuition fees from non-Belarusian students	€ 84,900	€ 79,680	€ 5,220	7%
4	EHU Trust Fund	€ 2,856,198	€ 2,785,684	€ 70,514	3%
5	Additional income collected through development department	€ 100,000	€ 28,394	€ 71,606	252%
6	Revenue-generating programs	€ 146,251	€ 146,251	€ 0	0%

7	Other	€ 28,458	€ 28,105	€ 353	1%
Subtotal Income in cash		€ 4,920,645	€ 4,727,463	€ 193,182	4%
In-kind Contributions					
8	Donations of facilities	€ 325,023	€ 325,023	€ 0	0%
9	Donations of equipment, services, other goods	€ 0	€ 0	€ 0	0%
Subtotal value of In-Kind Contributions		€ 325,023	€ 325,023	€ 0	0%
TOTAL SUPPORT		€ 5,245,668	€ 5,052,486	€ 193,182	4%

Expenditure					
10	Staff Costs	€ 2,483,680	€ 2,522,635	-€ 38,955	-2%
11	Financial Aid Fund for Belarusian students	€ 568,600	€ 527,000	€ 41,600	8%
12	Financial Aid Fund for Non-Belarusian students	€ 2,426	€ 2,426	€ 0	0%
13	Student Activities	€ 40,698	€ 46,064	-€ 5,366	-12%
14	Faculty Development	€ 108,156	€ 88,200	€ 19,956	23%
15	Faculty Mobility	€ 153,734	€ 158,167	-€ 4,433	-3%
16	Belarusian Academic Infrastructure and Networks	€ 231,595	€ 233,468	-€ 1,873	-1%
17	Operations	€ 921,968	€ 948,828	-€ 26,860	-3%
18	Revenue-Generating Programs	€ 146,251	€ 146,251	€ 0	0%
19	Institutional Advancement and Development	€ 429,956	€ 274,067	€ 155,889	57%
20	Special and Extension	€ 148,453	€ 95,913	€ 52,540	55%

	Project				
21	Expenses for Non-Belarusian students	€ 10,151	€ 9,468 €	€ 683	7%
22	Contingency Reserve	€ 0		€ 0	0%
TOTAL EXPENDITURE		€ 5,245,668	€ 5,052,486	€ 193,180	4%

The following explanations regarding differences with previous year's budget could be made.

Income portion

Line No. 1 Secured funding is forecast to be stable since most of the income under this budget line is provided by the Open Society Institute directly to the University.

Line No. 2 Tuition fee is increasing by three percent as a result of the University's steps to implement programs on a self-sustainable path.

Line No. 3 Tuition fee from non-Belarusian students is expected to increase by 7% mostly due to University efforts in recruiting foreigners, especially Lithuanian students, some of whom are funded through the Lithuanian government budget.

Line No. 4 EHU Trust Fund. Annual allocations for AY 2012–2013 is envisioned to remain stable with a small increase of 3% primarily due to the increase in funding needed to cover the higher level of support provided to students (Expenditure line Financial Aid Fund for Belarusian students), additional expenditures needed to support Media Hub, and allocation of fundraising activities inside the University. In the long perspective, though, it is expected to stabilize this budget line at the level of around €2,750,000 (see table No. 3), which suggests an increased level of sustainability. It should be mentioned, however, that the need for support provided through the Trust Fund could increase if fundraising activities, carried out directly through the University, achieve less optimistic goals. As for today, it was decided to forecast the results of fundraising in the generation of €100,000 in additional income in AY 2012–2013. See **Line No. 5. Additional income collected through development department.**

Lines No. 6 Revenue-generating programs and **Line No. 7 Other** are forecast to remain at the same level.

Expenditures portion

Line No. 10 Staff costs. An economy of 2% is expected in this budget line as a result of the first steps of the academic reform at the University aimed to increase the quality of programs and decrease their number.

Line No. 11 Financial aid fund for Belarusian students. The line increase relates to the Governing Board decision of last year to increase the level of support for the newly admitted students by €86,000. Since the number of students getting this support increases every year with new admissions, this budget line increases correspondingly to the AY 2015-2016 level of €625,000 (see table below).

	AY 2012–2013	AY 2013–2014	AY 2014–2015	AY 2015–2016	AY 2016–2017
Discounts BA high residence	€ 415.000	€ 427.000	€ 440.000	€ 398.000	€ 398.000
Stipends BA high residence	€ 88.000	€ 102.000	€ 116.000	€ 116.000	€ 116.000
Discounts BA low residence	€ 30.000	€ 45.000	€ 60.000	€ 75.000	€ 75.000
Discounts MA	€ 36.000	€ 36.000	€ 36.000	€ 36.000	€ 36.000
Total	€ 569.000	€ 610.000	€ 652.000	€ 625.000	€ 625.000

Line No. 12 Financial aid fund for non-Belarusian students. This line accumulates stipends for non-Belarusian students collected through the Governing Board members. It is expected that this stipend will be provided as well in AY 2012–2013.

Line No. 13 Student activities. It is expected that support provided for student activities at the same level, excluding the support for KVN, which has shown itself inadequate to the funding needed, since it attracted a small number of participants. Other activities remain the same with the goal of encouraging students to participate in the social life of Lithuania and border countries and to provide as well some visibility and promotion to the University itself.

Line No. 14 Faculty development relates mostly to the research activities of the University and training of staff, which must be strengthened in order for the University to survive. Due to this, some additional funding is provided to fund research and staff training activities.

Line No. 15 Faculty mobility. It is expected to have an economy of 3% in this budget line as a result of the first steps of the academic reform at the University aimed to increase the quality of programs and decrease their number. That means less travelling for lecturers, and less expense for the University.

Line No. 19 Institutional advancement and development. The increase of 57% relates primarily to the Governing Board's plans to subsidize fundraising activities through the University budget.

Line No. 21 Expenses for non-Belarusians students. The increase is related only to the increase in the number of foreign students studying BA face-to-face, and MA levels that fully pay their expenses, and are a very profitable income resource for the University (see budget line No. 3 Tuition fees from non-Belarusians).

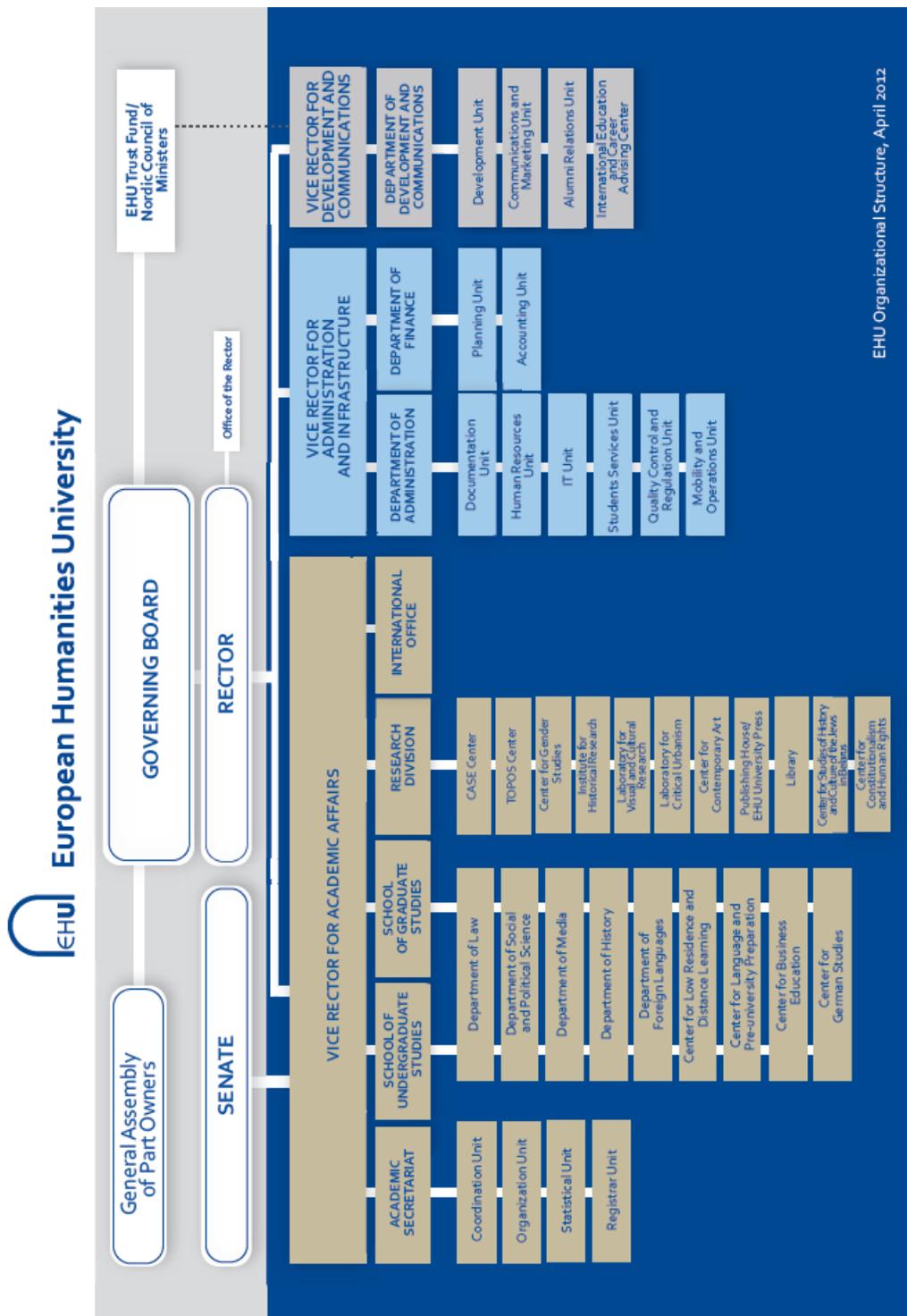
Other changes in the budget constructed on the basis of the previous year's data and the latest Governing Board decisions would be in-line with ordinary developments and changes.

This proposal would lift the support provided by the Trust Fund at the level of around €2,750,000 a year in the following five years (see table below).

	AY 2012– 2013	AY 2013– 2014	AY 2014– 2015	AY 2015– 2016	AY 2016– 2017
TOTAL INCOME	€ 5,246,000	€ 5,342,000	€ 5,573,000	€ 5,765,000	€ 5,977,000
Secured funding	€ 323,000	€ 398,000	€ 420,000	€ 445,000	€ 470,000
Additional income from development	€ 100,000	€ 125,000	€ 156,000	€ 195,000	€ 244,000
Tuition fee	€ 1,466,000	€ 1,549,000	€ 1,709,000	€ 1,857,000	€ 2,024,000
Trust Fund	€ 2,856,000	€ 2,759,000	€ 2,759,000	€ 2,729,000	€ 2,676,000
Revenue-Generating Programs	€ 146,000	€ 154,000	€ 161,000	€ 169,000	€ 178,000
Donation of Facilities	€ 325,000	€ 325,000	€ 325,000	€ 325,000	€ 325,000
Other	€ 28,000	€ 33,000	€ 41,000	€ 44,000	€ 60,000
TOTAL EXPENDITURE	€ 5,246,000	€ 5,342,000	€ 5,573,000	€ 5,765,000	€ 5,977,000
Studying cost	€ 4,677,000	€ 4,732,000	€ 4,921,000	€ 5,139,000	€ 5,351,000
BA	€ 2,811,000	€ 2,811,000	€ 2,888,000	€ 2,994,000	€ 3,091,000
MA	€ 756,000	€ 792,000	€ 813,000	€ 842,000	€ 868,000

APPENDICES

Organizational structure



Academic programs

2011–2012

School of Undergraduate Studies

High Residence

Belarusian Studies (awards Bachelor of Arts in History)

Specialization:

- History of Belarus and Cultural Anthropology

Theory and Practices of Modern Art (awards Bachelor of Arts)

Cultural Heritage and Tourism (awards Bachelor of Arts in Recreation and Tourism; for students enrolled in 2010 and later – Bachelor of Tourism and Recreation)

Cultural Heritage¹² (awards Bachelor of Arts in Heritage Studies for students enrolled from 2012)

Specializations:

- Belarusian History
- Religion Studies
- Tourism
- Anthropology: Cross-Cultural Communication
- Art Research and Art Management

Media and Visual Design (awards Bachelor of Multimedia Art; for students enrolled since 2010 and later – Bachelor of Design)

Political Sciences and European Studies (awards Bachelor of Arts in Political Sciences)

Media and Communication (awards Bachelor of Arts in Communication and Information; for students enrolled in 2010 and later – Bachelor of Arts in Communication)

Specializations:

- Mass Communication and Journalism
- Visual and Cultural Studies/Visual Culture (Cinema, television, Internet)
- New Media¹³ (students enrolled from 2012)
- Visual Culture¹⁴ and Creative industries (students enrolled from 2012)

¹² For both BAH and BALR: registered in 2012

¹³ For both BAH and BALR: new specializations appeared after the program transformation and registration in 2012

International Law (awards Bachelor of Law)

Sociology¹⁴ (awards Bachelor of Arts in Sociology)

Specializations:

- Social Theory and Applied Sociology
- Social anthropology
- Sociology of economics

Low Residence

Media and Communication (awards Bachelor of Arts in Communication and Information; for students enrolled in 2010 and later – Bachelor of Arts in Communication)

Specializations:

- Mass Communication and Journalism
- Visual and Cultural Studies/Visual Culture (Cinema, television, Internet)

Theory and Practices of Modern Art (awards Bachelor of Arts)

Cultural Heritage and Tourism (awards Bachelor of Arts in Recreation and Tourism; for students enrolled in 2010 and later – Bachelor of Arts in Tourism and Recreation)

Media and Visual Design (awards Bachelor of Multimedia Art; for students enrolled in 2010 and later – Bachelor of Design)

Political Sciences and European Studies (awards Bachelor of Arts in Political Sciences)

International Law (awards Bachelor of Law)

Comment. Newly registered programs - as for BAHR (see footnotes 13–15)

Distance Learning: Non-Degree, Continuing Adult Education

EHU offers single courses or a package of courses for continuing adult education in distance learning in accordance with the BA education catalogue.

School of Graduate Studies

High Residence

International Law and European Law (awards Master of Law)

International Law and European Union Law¹⁵ (awards Master of Law; five-year study program; intended for admission in 2013).

¹⁴ For both BAHR and BALR: new program registered in 2012 but did not enroll an adequate number of students

Cultural Studies (awards Master of Arts in Sociology)

Specializations:

- Gender Studies
- Visual and Cultural Studies

Preservation and Interpretation of Cultural Heritage (awards Master of Arts in History and Specialist Diploma in Cultural Heritage Protection; for students enrolled in 2010 and later – Master of Arts in Heritage Studies)

Historical and Cultural Heritage (awards Master of Arts in Heritage Studies; students enrolled from 2012)

Public Policy (awards Master of Arts in Political Science)

Business Administration (awards Master of Business Administration)

Existential Psychology (awards Master of Arts in Psychology)¹⁶.

¹⁵ New program registered in 2012

¹⁶ For both BAHHR and BALR: new program registered in 2012 but didn't succeed to enroll an appropriate number of students

Institutional profile

AY 2011–2012 as of 30 September 2012

The EHU was founded in Minsk in 1992 and closed by Belarusian authorities in 2004. It re-launched its activities in Vilnius in 2005 and was granted the status of a Lithuanian university in 2006.

Founding: Minsk, Belarus

Current Location: Vilnius, Lithuania

Total Student Body: More than 1,600 students

1,366 degree-seeking BA students in High Residence and Low Residence mode

177 degree-seeking MA and MBA students in High Residence mode

6 degree-seeking PhD students

57 non-degree continuing education students

School of Undergraduate Studies

High Residence

514 students

37 faculty, full-time equivalent¹⁷

Student-teacher ratio: 14 to 1

6 degree programs

Low Residence

852 students

43 faculty, full-time equivalent

Student-teacher ratio: 20 to 1

6 degree programs

School of Graduate Studies

High Residence

177 students

18 faculty, full-time equivalent

Student-teacher ratio: 10 to 1

¹⁷ Here and below excluding foreign language teachers

5 degree programs

Post Graduate Studies

6 students are currently pursuing PhDs in Philosophy

Retention Rate¹⁸:

75.7% BA, High Residence

47.1% BA, Low Residence

43.4% MA and MBA

Graduates

938 since 2006 (Vilnius), and nearly 1,860 since 1992

In 2012:

114 BA High Residence students graduated

75 BA Low Residence students graduated

42 MA and MBA students graduated

Research

Institutes, Centers, and Laboratories: Institute for Historical Research, 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, Center for Contemporary Art, Center for Constitutionalism and Human Rights, and Center for Studies of the History and Culture of Jews in Belarus

Scholarly journals: *Topos, Belarusian Historical Review, Crossroads, Tsaytshrift*

Faculty Research: 74 EHU researchers (incl. 3 PhD students) have published 82 publications, including 72 scholarly articles, 15 of which were published in scientifically recognized international journals; , and 63 – in peer-reviewed journals. In addition, 33 scholarly articles were accepted for publication, 30 of which - in peer-reviewed journals.. In 2011–2012, 6 books, including 1 monograph and 5 educational textbooks were published; 26 events were held including 3 international conferences, 7 seminars, 12 public lectures, 3 round tables, and 1 historic exhibition.

EHU Press

4 monographs

1 collection of articles

3 educational textbook

¹⁸ Retention rate calculated as a percentage of the number of University students in 2011–2012 to those continuing their studies the 2012-2013.

9 other publications and periodicals, incl. 7 issues of journals in Russian, Belarusian, English, and Yiddish (*Topos, Perekrestki, Crossroads, Homo Historicus, Tsaytshrift*)

Student Life

EHU Students' Union; The *EHU Times* newspaper; *JusGentium* (Department of Law journal); Theater EST; Photo Blog; Cinema Club; Excursion club (on Facebook); KVN; Action groups; Student Alliance

Premises

The total amount of space regularly used for teaching and administration is 2,854 sq.m., of which: 46% for classrooms, 11% for laboratories, 6% for library and archives, 2% for conference facilities, 20% used for administration, and 15% for gym.

Residential Life

There are 149 beds for high residence undergraduate students as of 30 September 2012; average cost is €725 per bed per year. Some students decide to rent apartments on their own. About 73% of BA students and 100% of MA students rent apartments separately while studying in Vilnius.

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

Library

In Vilnius, holdings include more than 16,200 volumes (books, journals, and other documents) in Belarusian, Russian, English, Lithuanian, French, German, Italian, and Spanish languages, among others; access to hundreds of publications through the EHU e-library; subscription to 20 online databases (most are made accessible through the Lithuanian Research Library Consortium project eMoDB.LT2); and other electronic resources. A number of materials were donated by Prof. Joseph W. Dellapenna and Villanova University School of Law, the Austrian Embassy in Lithuania, the Finnish Embassy in Lithuania, the Irish Embassy in Lithuania, the Swedish Embassy in Lithuania, the Nordic Council of Ministers, Robert Bosch Stiftung and the Association of Christian Democratic Students (Ring Christlich-Demokratischer Studenten), as well as various private individuals.

In Minsk, thousands of books are held in storage following the closure of the university.

In AY 2011–2012, EHU continued implementing an Integrated Library System which will be launched at the end of the year 2012. The system will help providing more efficient services to the University community.

Computers and Internet access

There are three computer laboratories with workstations that have access to the Internet, with MS Office and other software necessary for students. The library has publicly accessible computers with internet access and access to online libraries. Each academic department has an office equipped with a desktop computer and provides space in which faculty can work on their own laptop computers. Free public wireless internet access for students and faculty is provided in all main public areas and in all offices and auditoriums used by EHU.

Tuition

The generosity of donors enabled the University to set an average discounted tuition rate for Belarusian students at €1,200 to €2,000 for BA high residence (depending on program); €600–1,000 for BA low residence (depending on program); €1,200 for MA; and €20 per credit for continuing adult education in AY 2012–2013.

Of the total student body, 99% received discounted tuition as Belarusian citizens or permanent residents of Belarus.

Tuition fees cover 30% of the annual budget in AY 2010–2011; donor financing accounts for 64%; the final 6% is covered through other activities of the University (non-typical income and revenue generating programs).

Financial aid

Donor contributions enable EHU to provide support in addition to the tuition fee discount such as financial grants and stipends for around fifty percent of students in AY 2012–2013. As a result, around 68% of BA students receive financial grants ranging from €200 to €2,000, around 33% of MA students receive financial grants ranging from €600 to €1,200, and 14% of BA low residence students receive grants ranging from €150 to €750. In addition, 9% of BA students are awarded stipends to cover the cost of accommodation, subsistence, and health insurance based on merit and need (€2,000 each).

International Cooperation

EHU has 81 Erasmus inter-institutional agreements with faculties from 37 universities in 16 countries for student and teacher/staff mobility. The agreements cover a maximum of 215 possible exchange places for Bachelor and Master students. Additionally EHU has six bilateral agreements with universities from five different countries.

Personnel

The overall size of EHU personnel includes 214.85 positions covered by 244 staff¹⁹; of which: 88 administrators, 57 academic and research administration staff, and 99 full-time teachers. *Temporary teaching staff is not included.* About 60% of EHU administration, 87% of teachers and, academic staff are Belarusian citizens, who reside either in Vilnius or commute to Vilnius for teaching courses and other duties.

Governance and Administration

- Eleven-member Governing Board representing seven countries, including Belarus
- Three-member international body of founders, General Assembly of Part-Owners
- Rector, 20 years experience advancing EHU, assisted by cross-cultural higher management team
- Twenty-member Senate representing academics and students from Belarus and Lithuania.

Accreditation

Lithuanian Ministry of Education and Science; Center for Quality Assessment in Higher Education of the Republic of Lithuania since 2006

¹⁹ Approximately 40 staff members hold several positions (e.g., administrative plus teaching).

The University participates in the Institutional review of Higher Education Institutions organized by the Centre for Quality Assessment in Higher Education (SKVC). For the first time, EHU was assessed by SKVC in 2009. Second Institutional review of EHU will be conducted in autumn 2014. Pre-plan of Institutional evaluation was developed in reference to the previous Institutional review.

Institutional review covers these operational levels of institution:

1. Strategic management
2. Academic studies and life-long learning
3. Research and/or art activities
4. Impact on regional and national development
5. Real resource assessment carried out by the Research and Higher Education Monitoring and Analysis Centre (MOSTA).

Charters

Erasmus University Charter

Campus Europae

Affiliations

International Association of Universities

European University Association

European Association of International Education

Association of Francophone Universities

Scholars at Risk Network.

Belarusian characteristics

38% of scholarly events with a Belarus context or held in Belarus

38% of courses with Belarus context

44% of publications published in Belarus

6% of MA courses taught in Belarusian

7% of MA and BA theses in Belarusian



95% of students are Belarusians

12% of BA courses taught in Belarusian

93% of full-time teachers are Belarus citizens

55% of MA and BA theses are Belarus-focused

EHU Trust Fund

The EHU Trust Fund was established in June 2008 on the initiative of the European Commission to channel various donor contributions to EHU in a transparent manner. The European Union is the single biggest donor to EHU, thus expressing its commitment to long-term support for democracy and human rights in Belarus.

Commissioner Benita Ferrero-Waldner suggested the idea of the Trust Fund to Secretary-General Halldór Ásgrímsson of the Nordic Council of Ministers in the autumn of 2007, asking the NCM to manage the Fund. The Nordic Cooperation Ministers established the Trust Fund in July 2008. The Nordic Cooperation Ministers decided in September 2010 that the Nordic Council would continue to manage the Trust Fund until the end of 2013. The Fund is managed and legally represented by the Nordic Council of Ministers through its secretariat in Copenhagen, Denmark.

The mandate of the EHU Trust Fund will expire by the end of 2013. In accordance with the Terms of Reference an assessment of the Trust Fund is to be carried out as a basis for a recommendation from the Assembly of Donors to the Nordic Council of Ministers on a prolongation of the mandate for another three years. An independent consultant is in the process of being hired to carry out this assessment. The assessment is planned to be ready by the end of 2012.

Today, the EHU Trust Fund is one of three main channels for donor support (the others being EHU itself and the American Friends of EHU). The purpose of the Trust Fund is to raise, accept, and use funds provided by donors to the University while situated in Vilnius, with the aim that EHU will eventually become self-sustaining and will move back to Minsk.

The EU commitment to supporting the EHU was confirmed in June 2010 by European Parliament President Jerzy Buzek, with representatives of the present European Commission and the European Council.

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

Total commitments by Donors to the Trust Fund since 2008 are about EUR 11 million.

In order to help cover additional costs caused by a possible increase in student numbers due to expulsions from Belarusian State universities an "EHU Emergency Fund" has been established. The fund can be used to provide scholarships for room and board. Should the expulsions not be extensive, the funds may be used to increase the regular EHU scholarship scheme.

So far the Emergency Fund has accumulated EUR 172,000 as part of the overall donor support that was pledged in Warsaw.

The Trust Fund Assembly of Donors meets annually in early June. There is also an Advisory Committee.

The Trust Fund employs a Trust Fund Manager and a Trust Fund Coordinator working at the Nordic Council of Ministers Secretariat in Copenhagen:

- EHU Trust Fund Manager, Mads Meinert
- EHU Trust Fund Coordinator, Marlene Støttrup.

The Office of the Nordic Council of Ministers in Lithuania aids the Trust Fund management in its contacts with EHU, Lithuanian officials and Belarus.

The purpose and functioning of the Trust Fund are described in full at www.ehustrustfund.org.

Support Organizations

Friends of European Humanities University. Friends of European Humanities University (Friends of EHU), Inc. is a nonprofit organization that was established in 2009 in Washington, DC 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, including Liza Prendergast and Laura Dzelzyte, and the reestablishment of a regular schedule of meetings by conference call, the Friends of EHU has been reinvigorated and is poised to play a greater role in helping the European Humanities University 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 helped organize Spring 2012 events and meetings in Washington, DC and New York City, that played a key role in helping restore USAID funding to the University, and are working with University leaders to promote the University in North America and the United Kingdom.

Friends of EHU is led by a board of directors (listed below) 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/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.

Board of Directors of Friends of EHU, Inc.:

Officers:

Robert Nurick, President, Senior Fellow, Atlantic Council

Dan Davidson, Secretary/Treasurer, President, American Councils for International Education

Members of the Board:

Horton Beebe-Center, President, Eurasia Foundation

Marv Berenblum, Chairman and CEO, National Executive Service Corps

Laura Dzelzyte, Director of Sovereigns and Supranationals Group, CF Partners, London

Anatoli Mikhailov, ex officio, Rector, European Humanities University

Liza Prendergast, Associate Technical Specialist, Civil Society and Governance, World Learning

Gregory Prince, President Emeritus, Hampshire College

Blair Ruble, Director of the Kennan Institute, Woodrow Wilson International Center for Scholars

Judith Shapiro, President and Professor of Anthropology Emerita, Barnard College

Darius Udrys, ex officio, Vice-Rector for Development and Communications, European

Humanities University

EHU Förderinitiative, e.V. EHU Förderinitiative, e.V. is a new charitable organization established and registered in Dresden. It's mission is to promote EHU's advancement in Germany.

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

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

The purpose and current activities of the EHU Förderinitiative are described in full at www.ehu-verein.de.

Board of Directors of EHU Förderinitiative, e.V.:

Officers:

David Weigelt, President, Consultant

Michael Bechter, First Vice-President, Historian

Nikolaj Asjoma, Second Vice-President, Lawyer

Maxim Asjoma, Treasurer, PR Consultant

Sebastian Hilbert, Auditor, Sociologist

Members:

Martin Luckert, Member, Political Scientist

Richard Weigelt, Member, Medical Doctor.

LIST OF TABLES

1. Enrollment Trends

Table 1.1 Application Dynamics

School of Undergraduate Studies	Academic Year					
	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
BA High Residence	194	234	235	269	406	397
BA Low Residence	332	526	497	599	577	349
Adult Education; Distance Learning	62*	116	92	81	132	n/a
School of Graduate Studies		2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
MA High Residence	134	97	60	116	181	166
Postgraduate Studies		2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
PhD in Philosophy	6	4	n/a	n/a	n/a	n/a

Notes:

* Applied for the first semester of academic year. For the chart below the number of applications was doubled expecting similar interest in second semester

Table 1.1 indicates positive dynamics (increase) in the number of applications to Adult education (DL) after its drastic drop in 2009. The same tendency we can see for MA applicants. However, interest in BA studies is going down.

Additionally, the table provides numbers for Postgraduate studies introduced in 2011 for the first time.

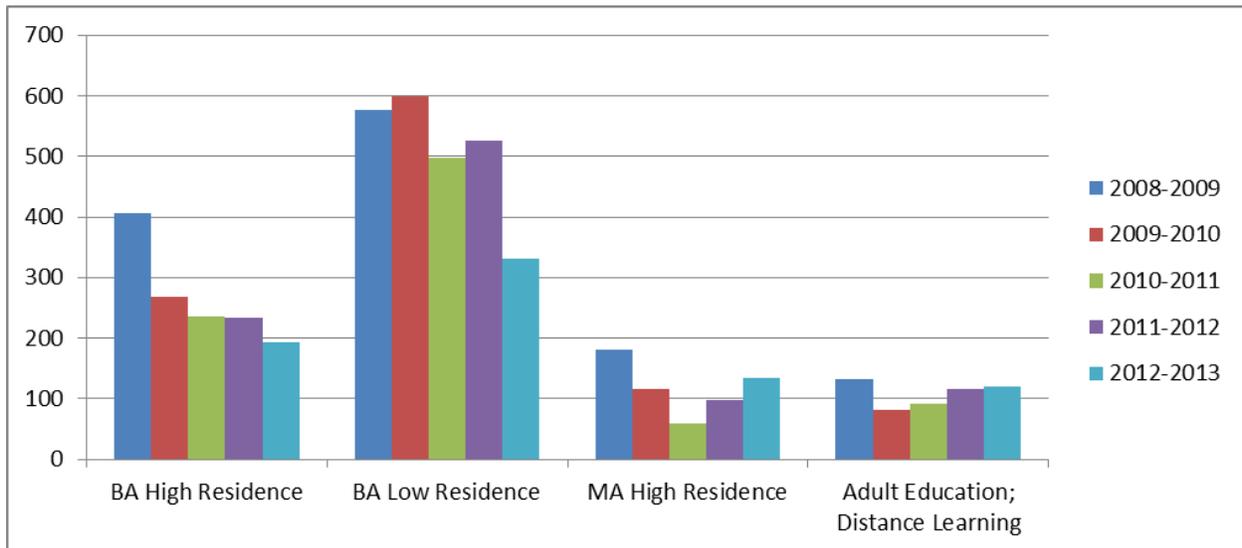
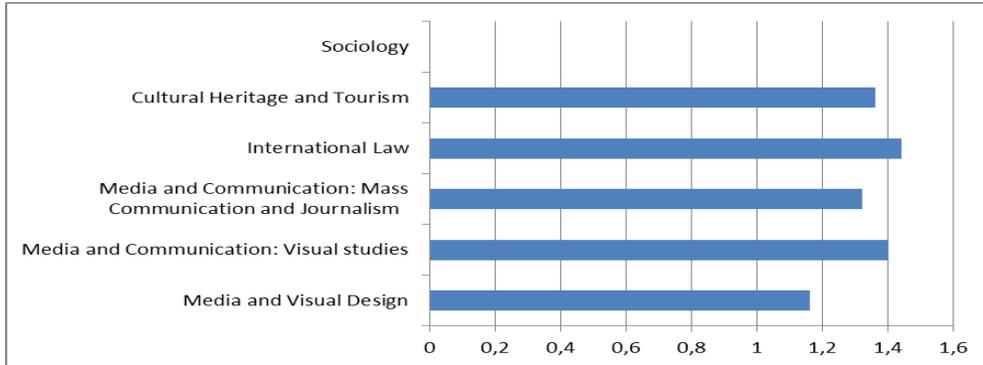
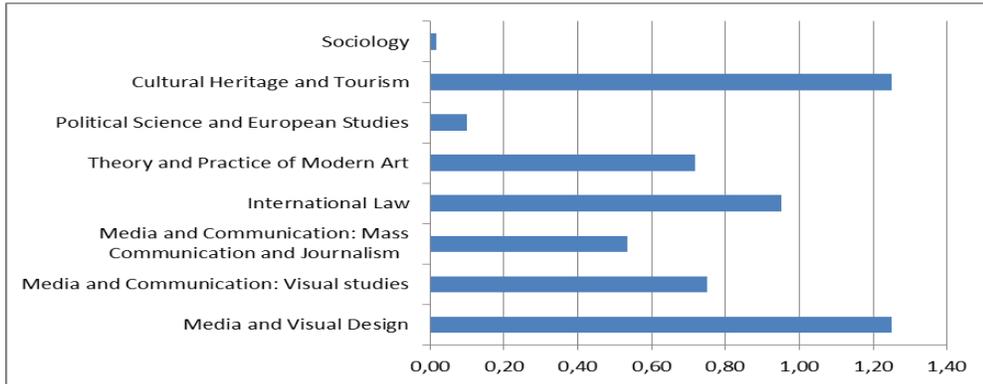


Table 1.2 Competition Rate of Applicants (applications per planned place)

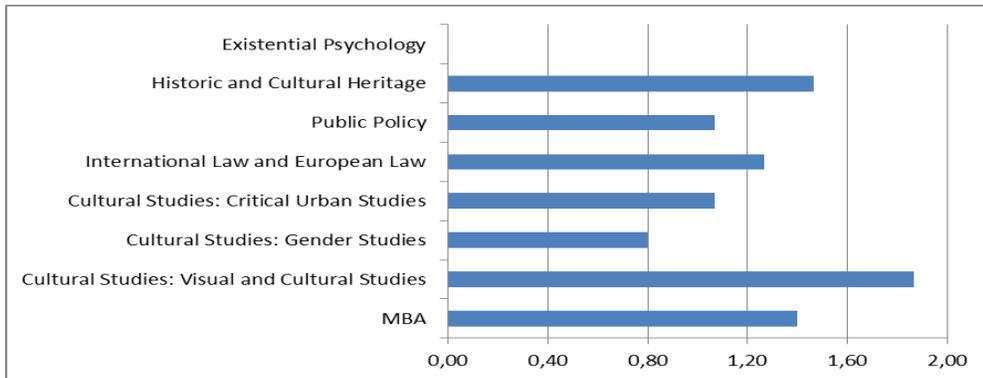
BAHR



BALR



MA



Notes

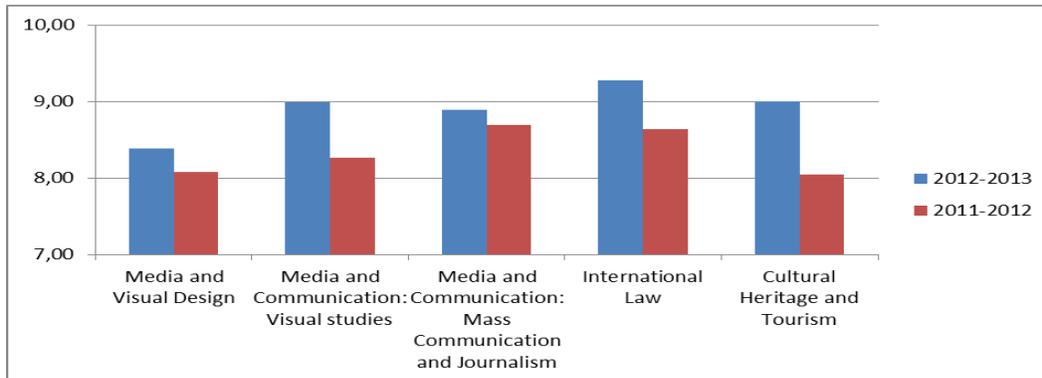
Most popular BA HR programs are International Law (over 1.4 applications per place) and Media and Communication (1.4 applications per place).

In BA LR studying mode a real competition took place only in two programs: Media and Visual Design and Cultural Heritage and Tourism (1.25 applications per place). To all other programs, number of applications was fewer than number of available places.

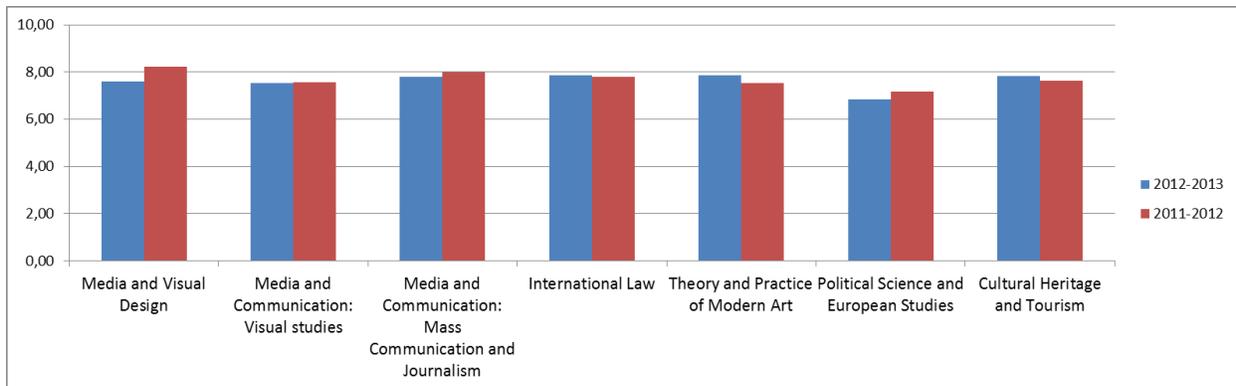
At the Master’s level, specializations of Cultural Studies program are in both positions - the best and the worst: Visual and Cultural Studies have got 1.87 applications per place, and Gender Studies – just 0.8.

Table 1.3 Quality of Applicants by BA Programs

BA-HR: Distribution by average grades by years



BA-LR: Distribution by average grades by years



Notes

Table 1.3 compares the quality of applicants through their average grades. The table indicates growth in quality of applicants to both study modes of BA, and differences between the applicants to the different programs and study modes: the average grade of applicants for BAHHR is 8.91 (comparing with 8.19 a year ago), while the average BA LR grade –7.76 (comparing with 7.66 a year ago).

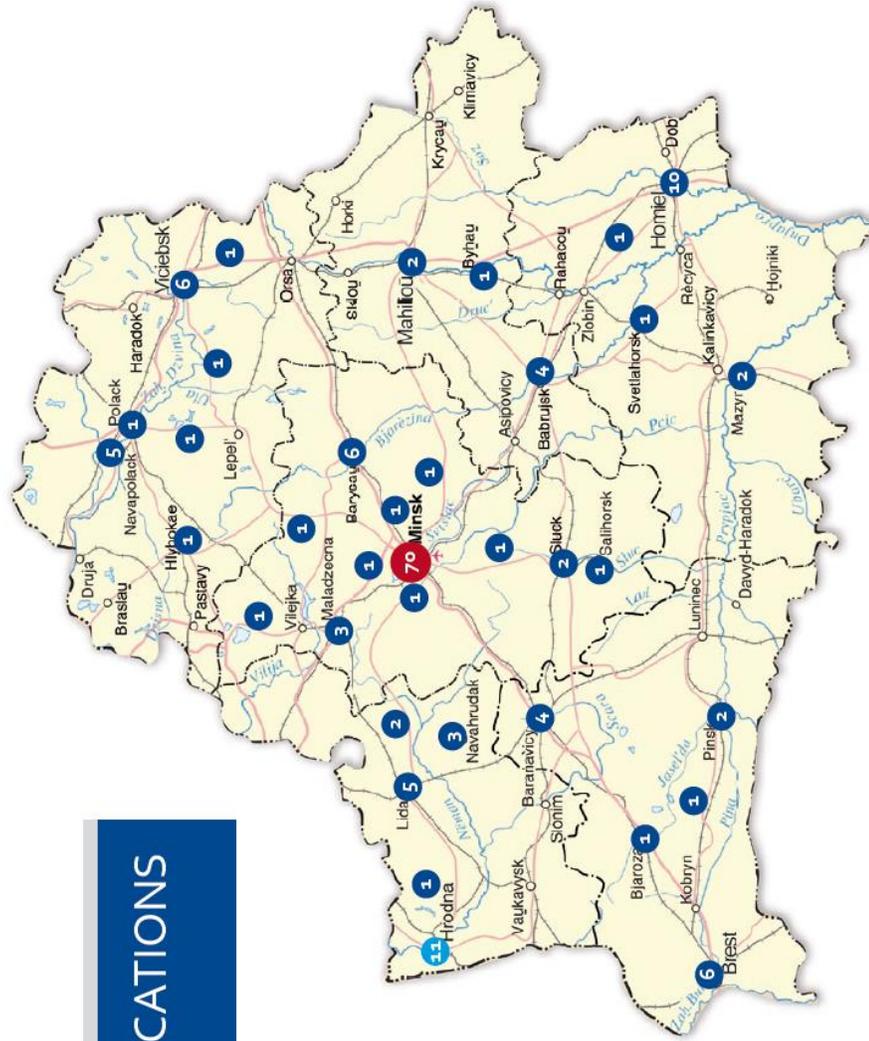
In BA HR three out of five programs are more than the average: International Law with 9.28 (8.64 a year ago), Cultural Heritage and Tourism with 9.0 (8.05 a year ago) and Media and Communication with the average of both specializations 8.94 (8.48 a year ago).

The same leaders are in BALR, where applicants with higher than the average grade applied to International Law (7.88 comparing with 7.81 a year ago) and Media and Communication with the average of both specializations 7.84 (7.8 a year ago).

Table 1.4 Application Origins, BA high resident programs



ORIGIN OF APPLICATIONS
BA high residence, 2012



4 RUSSIA

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

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

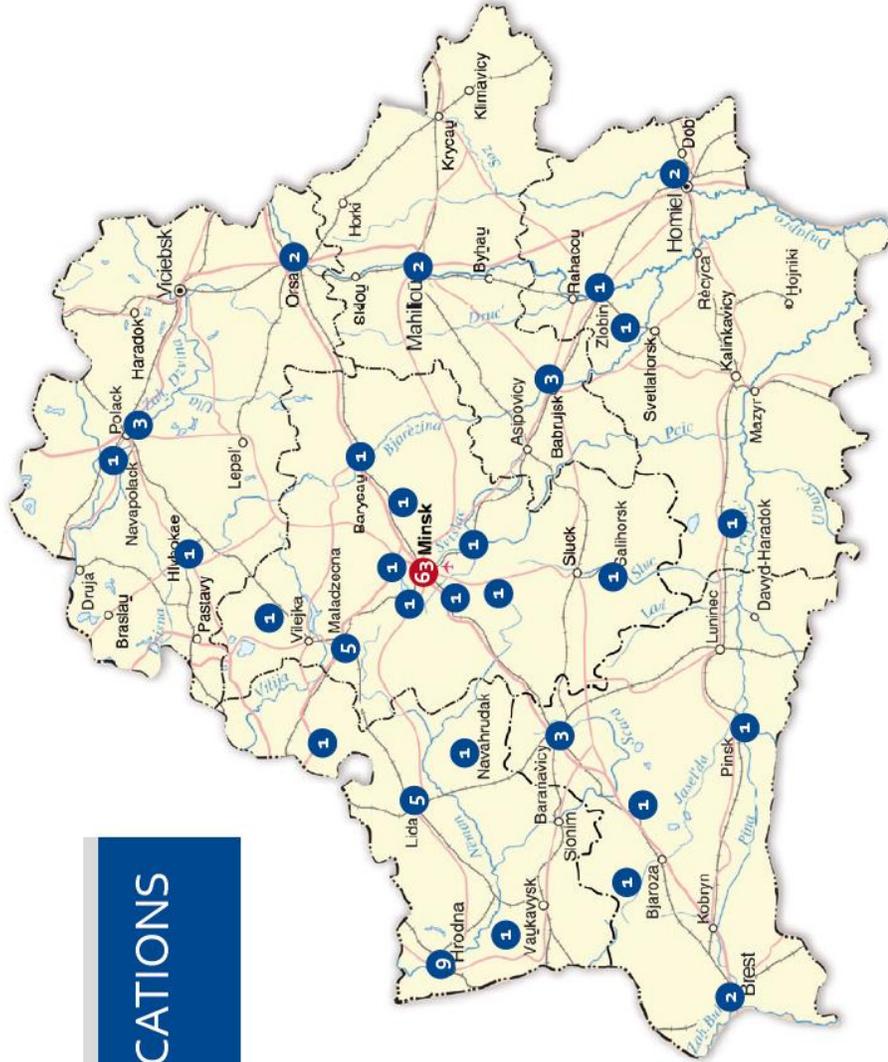
Table 1.6 Application Origins, MA Programs



ORIGIN OF APPLICATIONS

MA, 2012

- 1 LITHUANIA
- 9 RUSSIA
- 1 UKRAINE
- 1 KAZAKHSTAN



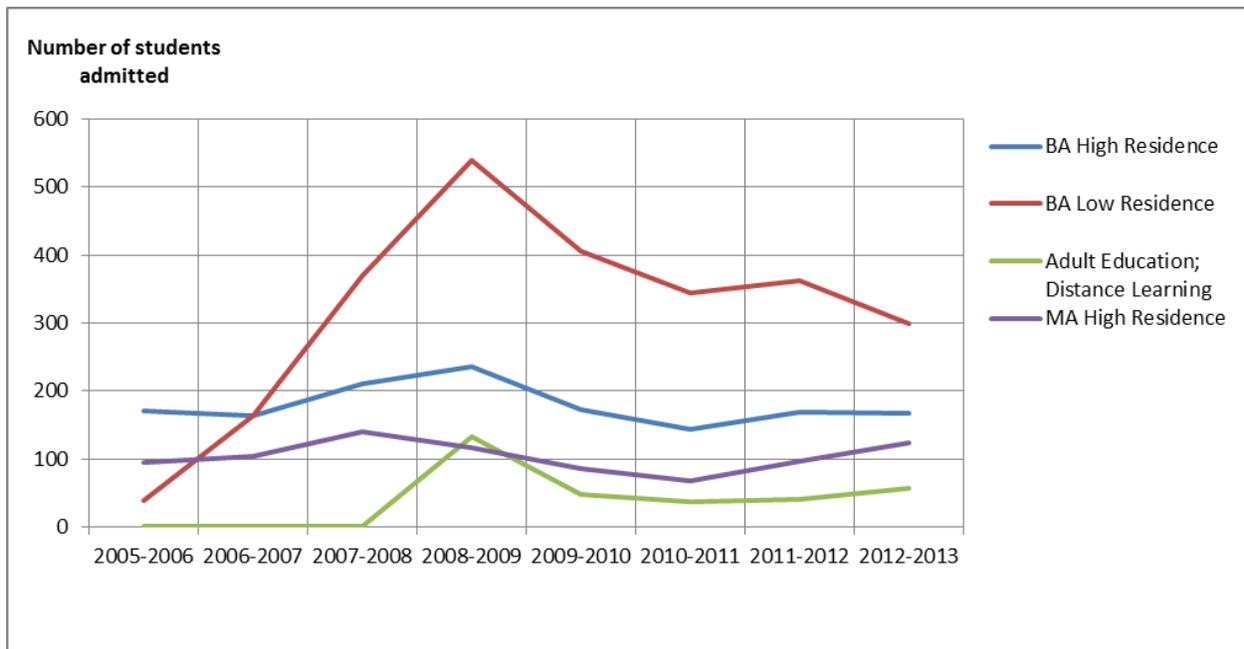
- 10 or less
- 11-20
- 21-50
- 50+

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

Table 1.7 First Year Student Admission Dynamics

Undergraduate Studies	Academic Year					
	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
BA High Residence	167	168	144	173	235	211
BA Low Residence	298	363	344	405	539	370
Adult Education; Distance Learning*	57	41	37	47	132	n/a
Graduate Studies	2011–2012		2010–2011	2009–2010	2008–2009	2007–2008
MA High Residence	124	96	67	85	116	139
Post Graduate Studies	2011–2012		2010–2011	2009–2010	2008–2009	2007–2008
PhD in Philosophy	3	3	n/a	n/a	n/a	n/a

* Those applied for the first semester of academic year

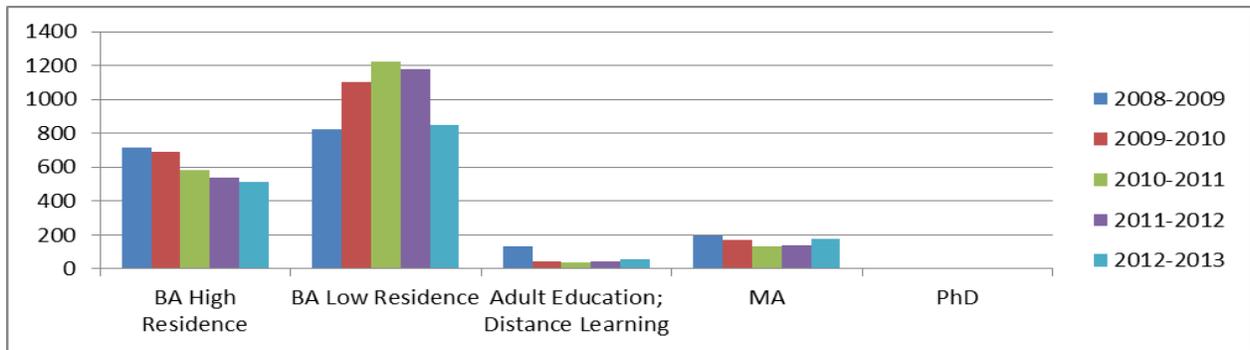


Notes

After the some increase in 2011–2012, BA numbers of students admitted has dropped again, while MA and DL continue to grow.

Table 1.8 Number of Students by Schools

School of Undergraduate Studies	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009
BA High Residence	514	537	580	690	713
BA Low Residence	852	1,180	1,224	1,101	824
Adult Education; Distance Learning	57	41	37	47	132
School of Graduate Studies					
MA High Residence	177	141	133	172	194
Post Graduate Studies					
PhD in Philosophy	6	3	n/a	n/a	n/a
Total	1,606	1,902	1,974	2,010	1,863



Notes

The trend line indicates that only the number of students enrolled to EHU MA programs and non-degree DL courses increases during three years.

Table 1.9 Gender of EHU Students as of 30 September 2012

School of Undergraduate Studies	Female	Male
BA High Residence	369	145
BA Low Residence	641	211
School of Graduate Studies		
MA High Residence	88	89
Postgraduate Studies		
PhD in Philosophy	2	4
Total Student Body	1,098	508

Notes

The figures are consistent with Humanities and Social Sciences education trends within Europe.

Table 1.10 Citizenship of EHU Students in Percentages as of 30 September 2012

School of Undergraduate Studies	% of Belarusian students
BA High Residence	93,8%
BA Low Residence	95,1%
School of Graduate Studies	
MA High Residence	95,5%
Postgraduate Studies	
PhD in Philosophy	100%
Total Student Body	94.7 %

Notes

Tuition discounts for BA and MA students made available by the support of donors applies to Belarusian citizens and permanent residents, which includes citizens of other countries residing in Belarus.

Table 1.11 Students' Grades by years

Grades	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
Undergraduate School, High Residence					
9-10	8%	13.4%	10.0%	6.28 %	2.20 %
7-10	38%	37.5%	37.1%	34.18 %	28.40 %
5-10	24%	24.8%	30.8%	40.30 %	69.40 %
Undergraduate School, Low Residence					
9-10	0,9%	2.8%	4.5%	11.05 %	n/a
7-10	21,7%	18.2%	25.8%	23.09 %	n/a
5-10	23,4%	22.2%	43.0%	25.23 %	n/a
Grades	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008
Graduate School					
9-10	20,4%	21.6%	14.41%	7.61 %	n/a
7-10	33,6%	29.6%	35.1%	31.52 %	n/a
5-10	15,9%	20.0%	24.62%	33.70 %	n/a

Notes

The figures indicate that EHU students (mostly Belarusians) are performing more effectively in all study modes, despite the challenges and hardships they encounter, which is a further indication of the increased level of competitiveness of EHU students.

Table 1.12 Distribution of BA, High Residence Students by Program

Program	No of Students as of 30 September 2012	No of Students as of 30 September 2011	No of Students as of 30 September 2010	No of Students as of 30 September 2009	No of Students as of 30 September 2008
Social and Political Philosophy	0	4	9	25	43
Belarusian Studies: History of Belarus and Cultural Anthropology	4	12	23	36	27
Theory and Practice of Modern Art	0	8	27	52	46
Cultural Heritage and Tourism	100	97	105	116	66
Media and Visual Design	93	103	102	106	101
Political Sciences and European Studies	21	41	44	54	72
International Law	107	100	98	112	101
Media and Communication: Mass Communication and Journalism	97	86	82	101	52
Media and Communication: Visual and Cultural studies	92	86	90	88	46
Total	514	537	580	690	713

BAHR Students' distribution structure by programs in 2012

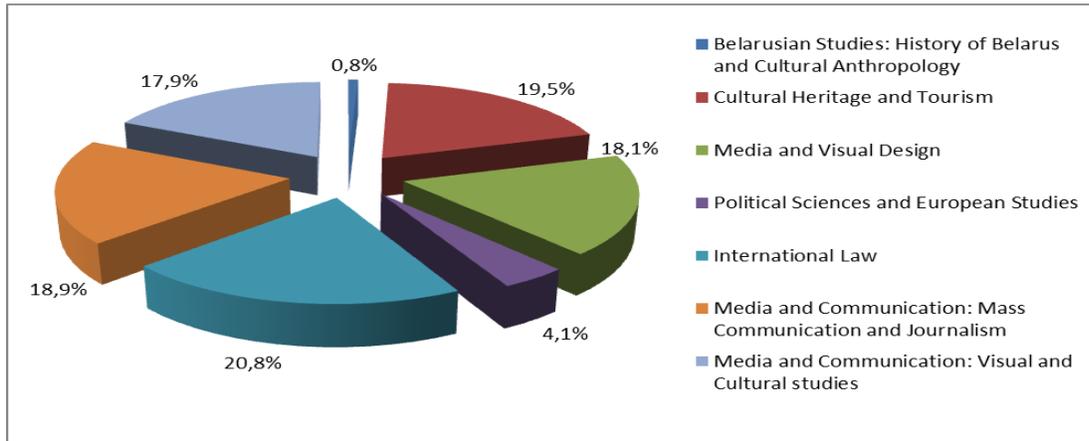


Table 1.13 Distribution of BA, High Residence Students by Year of Study

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

Table 1.14 Distribution of BA, Low Residence Students by Program

Program	No of Students 30 September 2012	No of Students 30 September 2011	No of Students 30 September 2010	No of Students 30 September 2009	No of Students 30 September 2008
Social and Political Philosophy	0	0	0	12	17
Media and Communication	191	304	299	233	147
Theory and Practice of Modern Art	75	124	133	122	73
Cultural Heritage and Tourism	168	207	202	189	146
Media and Visual Design	205	233	253	231	201

Political Sciences and European Studies	33	98	103	110	67
International Law	180	214	234	204	173
Total	852	1,180	1,224	1,101	824

BALR Students' distribution structure by programs in 2012

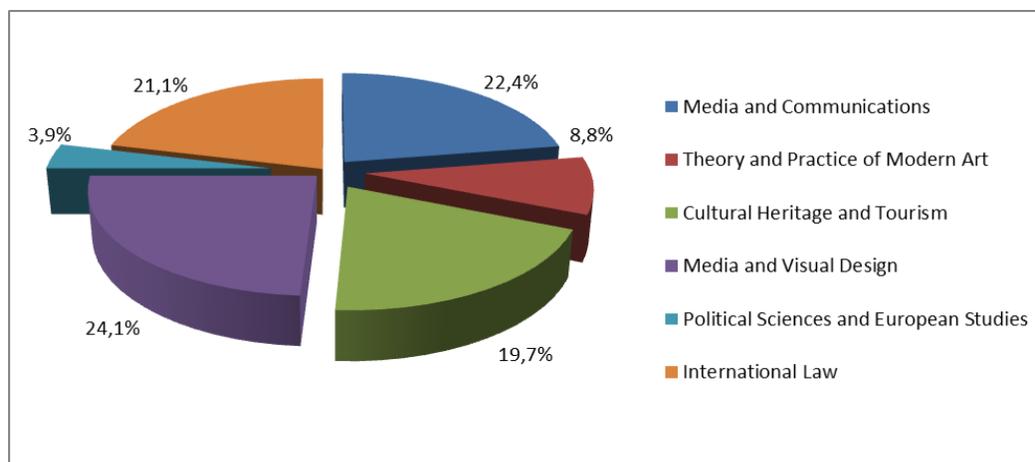


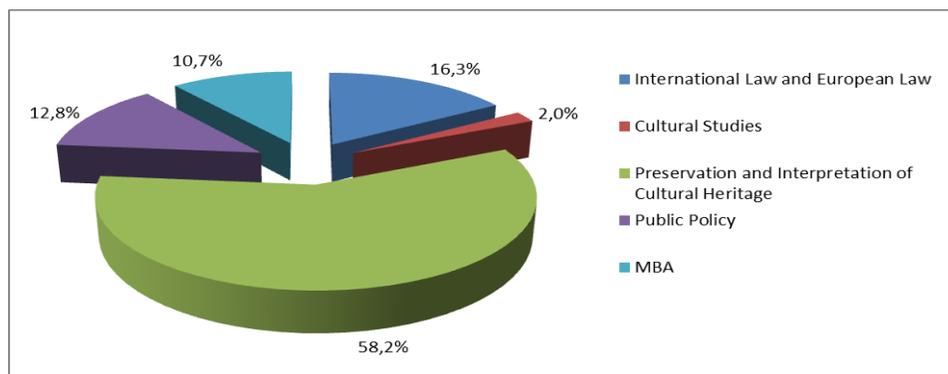
Table 1.15 Distribution of BA, Low Residence Students by Year of Study

Study Year	No of Students 30 September 2012	No of Students 30 September 2011	No of Students 30 September 2010	No of Students 30 September 2009	No of Students on 30 September 2008
1 st year	307	450	460	404	539
2 nd year	173	242	386	428	192
3 rd year	124	264	226	180	67
4 th year	154	148	120	67	26
5 th year	94	76	32	21	
Total	852	1,180	1,224	1,101	824

Table 1.16 Distribution of MA Students by Program

Program	No of Students on 30 September 2012	No of Students on 30 September 2011	No of Students on 30 September 2010	No of Students on 30 September 2009	No of Students on 30 September 2008
International Law and European Law	32	26	19	26	26
Social Theory and Political Philosophy	0	0	0	0	9
European Studies	0	0	0	9	25
Cultural Studies	67	48	49	65	58
Democracy and Civil Society	0	0	0	10	24
Preservation and Interpretation of Cultural Heritage	32	21	24	28	30
Comparative History of North-Eastern Europe	0	0	6	7	22
Public Policy	25	24	19	15	n/a
MBA	21	22	22	12	n/a
Total	177	141	139	172	194

MA Students' distribution structure by programs in 2012



2. Graduates

Table 2.1. Graduates per Year

School of Undergraduate Studies	Academic Year					
	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008	2006–2007
BA High Residence	114	120	137	108	n/a	n/a
% of enrolment	48,5%	57%	63%	63%	n/a	n/a
BA Low Residence	75	31	5	5	n/a	n/a
% of enrolment	20,3%	19%	2 %	n/a	n/a	n/a
School of Graduate Studies	Academic Year					
	2011–2012	2010–2011	2009–2010	2008–2009	2007–2008	2006–2007
MA High Residence	42	59	48	75	51	49
% of enrolment	63%	69%	27%	54%	50%	52%
Total graduated	231	210	190	188	51	49

Notes

The figures represent graduation rates, i.e., the percentage of students who complete studies over a four (five for Low Residence) year (BA) or two-year (MA) period.

Due to the particular challenges of studying and living in a foreign country, and the fact that Belarusian students enter the University at an earlier age without sufficient preparation for university study, the enrollment figures can be understood within context. These percentages appear on average in accordance with Lithuanian and Western trends.

Table 2.2. Undergraduate School, Graduates per Program

Majors	Number of graduates	
	2010–2011	2011–2012
High Residence		
Belarusian Studies/History of Belarus and Cultural Anthropology	10	8
Belarusian Studies/Theory and Practice of Contemporary Arts	12	8
Cultural Heritage and Tourism	27	20
Media and Visual Design	16	19
Media and Communications/Visual and Cultural studies	13	12
Media and Communications/Mass Communication and Journalism	11	13

Political Sciences and European Studies	13	13
Political and Social Philosophy	1	3
International Law	17	18
Subtotal for BA HR	120	114
Low Residence		
Protection and Uses of Cultural Heritage and Tourism	5	16
International Law	10	23
Media and Visual Design	6	9
Media and Communications/Visual and Cultural studies	3	3
Media and Communications/Mass Communication and Journalism	3	10
Belarusian Studies/Theory and Practice of Contemporary Arts	4	6
Political Science and European Studies	0	8
Subtotal for BA LR	31	75
Total BA Graduates	151	189

Table 2.3. Graduate School, Graduates per Program

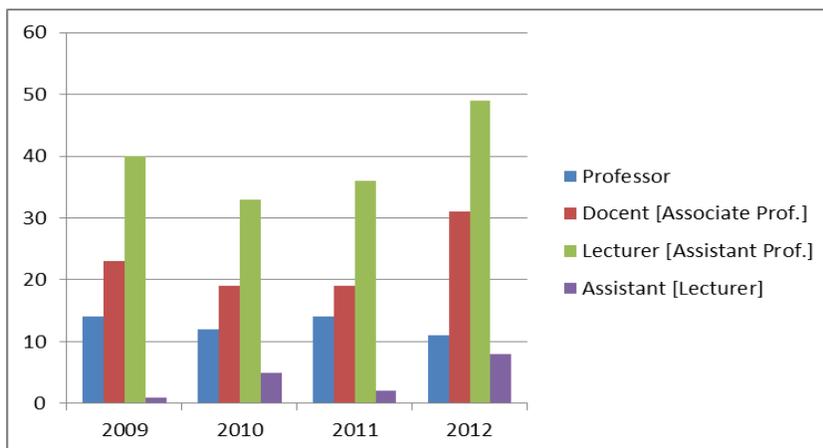
Majors	Number of graduates	
	2010–2011	2011–2012
International Law and European Law	8	7
Public Policy	6	11
Comparative History of North-Eastern Europe	5	0
Cultural Studies	19	10
Preservation and Interpretation of Cultural Heritage	11	6
MBA	10	8
Total MA Graduates	59	42

3. Faculty

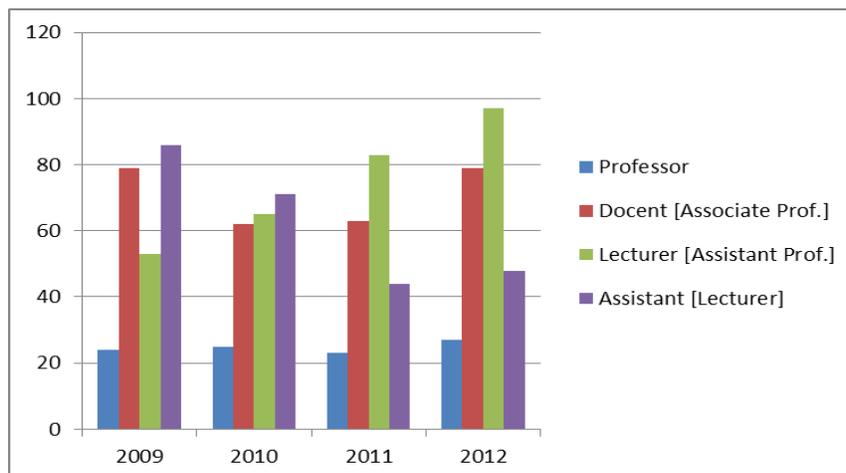
Table 3.1. Distribution of EHU Faculty by Academic Status

	Number of Teachers as of 30 September 2012		Number of Teachers as of 30 September 2011		Number of Teachers as of 30 September 2010		Number of Teachers as of 30 September 2009	
	All	Full-time	All	Full-time	All	Full-time	All	Full-time
Professor	27	11	23	14	25	12	24	14
Docent [Associate Prof.]	79	31	63	19	62	19	79	23
Lecturer [Assistant Prof.]	97	49	83	36	65	33	53	40
Assistant [Lecturer]	48	8	44	2	71	5	86	1
Total	251	99	213	71	223	69	242	78

Full Time Teachers



All Teachers

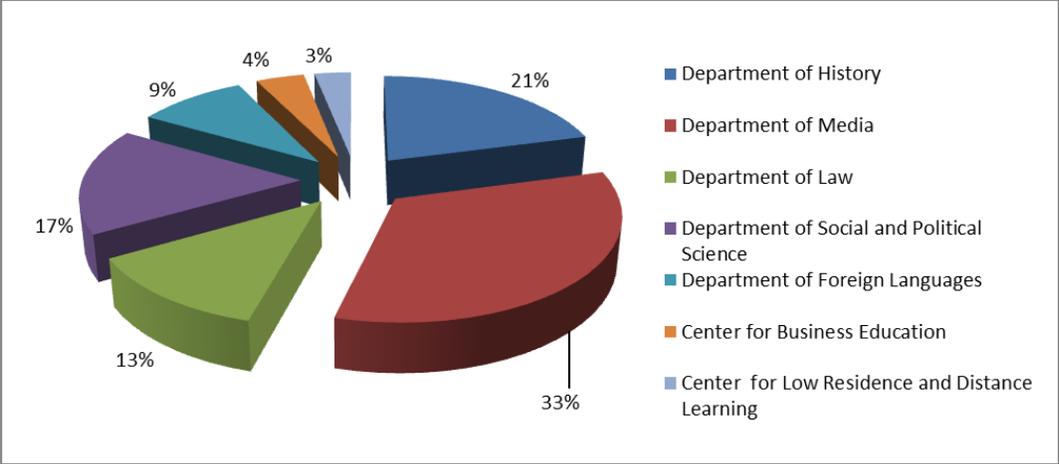


Notes:

The disproportionately low number of professors and docents and also the large number of part-time academic staff is due primarily to the absence of the sort of employment conditions to which this particular age demographic is accustomed. EHU is unable to offer long-term guarantees or employment conditions that would be suitable for those of higher academic status, in accordance with Belarusian traditions, which tend to offer a higher level of security and recognition.

Table 3.2. Distribution of Full-Time Teachers by Department, as of 30 September 2012

Academic Department	Academic Status, Full-Time Equivalent				
	Professor	Docent	Lecturer	Assistant	Total
Department of History	2	8	9	1	20
Department of Media	3	9	15	6	33
Department of Law	2	6	3	1	12
Department of Social and Political Science	4	3	9		16
Department of Foreign Languages	0	2	7	0	9
Center for Business Education	0	2	4	0	6
Center for Low Residence and Distance Learning	0	1	2	0	3
Total	11	31	49	8	99



4. Research

Table 4.1 EHU Researcher Publications by Type in AY 2011–2012

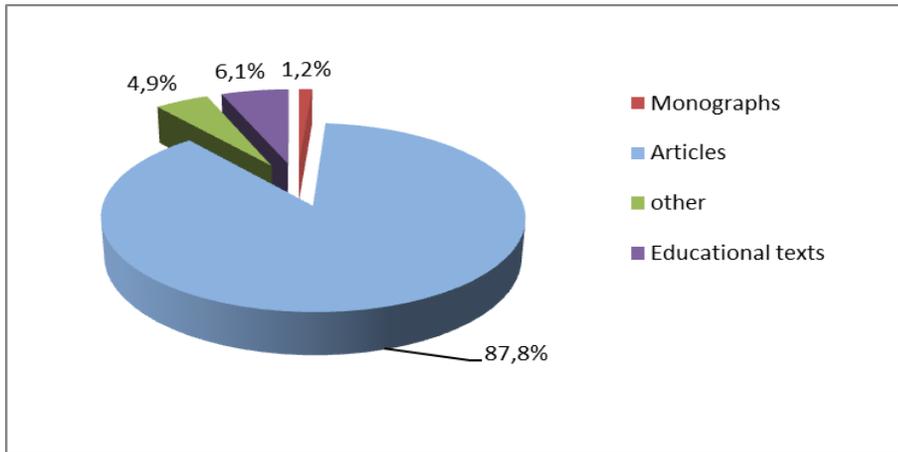


Table 4.2 EHU Researcher Publications by Language, AY 2011–2012

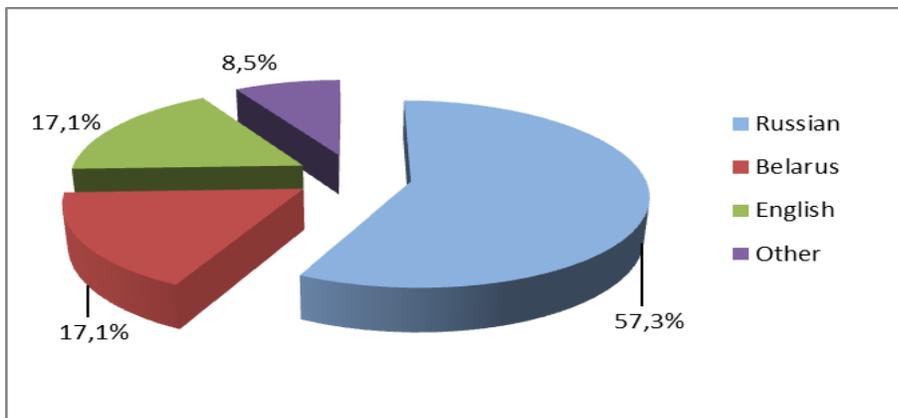


Table 4.3 EHU Researcher Publications by Country of Origin, AY 2011–2012

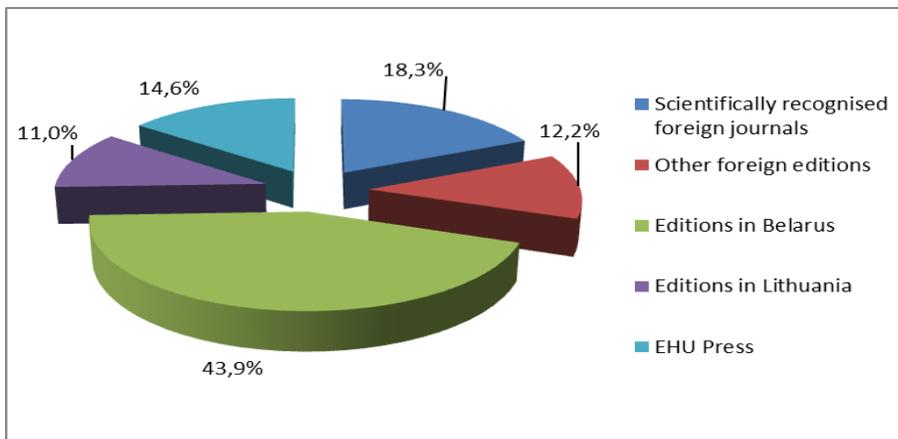


Table 4.4 List of EHU Research Events in AY 2011–2012

Event	Location
International Conference, dedicated to the 20 th Anniversary of EHU: “The Mission of Humanities Universities in Eastern and Central Europe: Between Training and Building” 6–7 June 2012	Vilnius
International conference "Baltic-Black Sea Intermarum: Paradigms of regional development and transformations of law." 29–30 March 2011	Vilnius
Historical Exhibition "Unknown Belarusian People’s Republic" 23 March 2012	Vilnius
Seminar “Critical and Analytical Approach” within the project “Formation of Gender Sensitivity as a Prerequisite for Gender Equality in Belarus” Belarusian Human Rights House, March 2012	Vilnius
Fourth CASE regional research seminar, 6–10 February 2012	Vilnius
Fifth CASE Regional research seminar, 15–22 July 2012	Vilnius
Round-table “Art and Power: A Belarusian Version”, Gallery Ź, 17 January 2012	Minsk
Seminar “Working with Media: Text Critical Analysis” in the framework of the project “Formation of Gender Sensitivity as a Prerequisite for Gender Equality in Belarus” Belarusian Human Rights House, December 2011	Vilnius
Round-table “Social Advertising Under the Circumstances of the Commercialization of Creative Activity” Belarusian State Academy of Fine Arts, 23 December 2011	Minsk
Second International Conference "E-Learning for a Changing World: the New Role of Electronic and Interactive Design" 3–4 November 2011	Vilnius
Round table "Political Corruption as a Post-soviet Phenomenon in Lithuania, Latvia and Belarus" 4 November 2011	Vilnius
Seminar "Professional Journalism and Human Rights" by the Belarusian Association of Journalists in partnership with the Norwegian Helsinki Committee and the Norwegian Association of Journalists, November 2011	Vilnius
Seminar "Gender Theory. Feminism and Civil Activism” in the framework of the project “Formation of Gender Sensitivity as a Prerequisite for Gender Equality in Belarus.” Belarusian Human Rights House, November 2011	Vilnius
Seminar "Gender Approach to Analysis of Social and Political Processes and Cultural Phenomenon" in the framework of the project “Formation of Gender Sensitivity as a Prerequisite for Gender Equality in Belarus.” Belarusian Human Rights House, November 2011	Vilnius
Public lecture “God, Faith, and the Sceptics” by Dr. Shane Waugh, University of Wollongong, Australia, 25 October 2011	Vilnius
Public lecture “Human Rights and the Human Quest” by Professor Dr. Thomas K. Johnson, International Institute for Religious Freedom, Bonn, Germany, 15 November 2011	Vilnius
Public lecture “A Public Theology?: Why Discourse Concerning God Matters for the Public Square” by Dr. Stephen M. Garrett, Lithuanian University of Education, 13 December 2011	Vilnius

Public lecture "God and Western Literature" by Dr. Susan Robbins, Klaipeda University, 17 January 2011	Vilnius
Public Lecture "Future of Humankind – Sun Energy" by Alexander Ulyashin, 4 November 2011	Vilnius
Public Lecture "Understanding Roma Spatial Practices Beyond Nomadism-Sedentarism" by Siarhei Liubimau, Head of Laboratory for Critical Urbanism, 19 December 2011	Vilnius
Public Lecture "Museum – between past and future: art strategies to overcome cultural provincialism (Ruslan Vashkevich exhibition's post-scriptum)" by Almira Ousmanova, Head of Department of Media, 4 March 2012	Minsk
Public Lecture "About impossibility of public art today" by Almira Ousmanova, Head of Department of Media, 20 April 2012	Vilnius
Public Lecture "Emerging critical cartography: Activist mapping and collective knowledge" by Miodrag Kuč, Interdisciplinary artist and urban theorist, Department of Urban Studies and Social Research in Bauhaus University, Weimar, 18 May 2012	Vilnius
Public Lecture "Why Do Pogroms Occur in Some Localities and Not Others? Evidence from Poland" by Jason Wittenberg, Associate Professor of Political Science, University of California, Berkeley, 5 June 2012	Vilnius
Public Lecture "The Unspeakable on the Screen: Representations of Love and Intimacy in Soviet Cinema of the 1960s" by Almira Ousmanova, Head of Department of Media, 27 July 2012	Vilnius
Public Lecture "The Representation of Hero in Soviet War Cinema" by Andrei Gornyxh, professor of Department of Media, 27 July 2012	Vilnius

Table 4.5 EHU Research Events by Type in AY 2011–2012

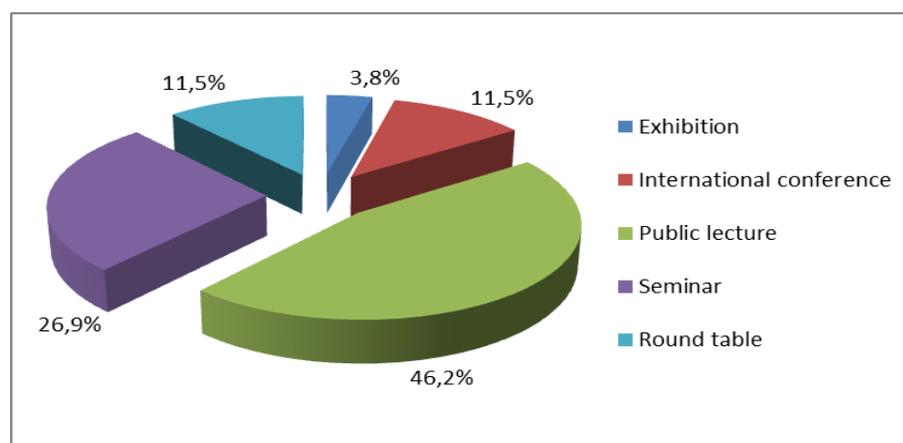


Table 4.6 Distribution of Publications by EHU Press by Type in AY 2011–2012

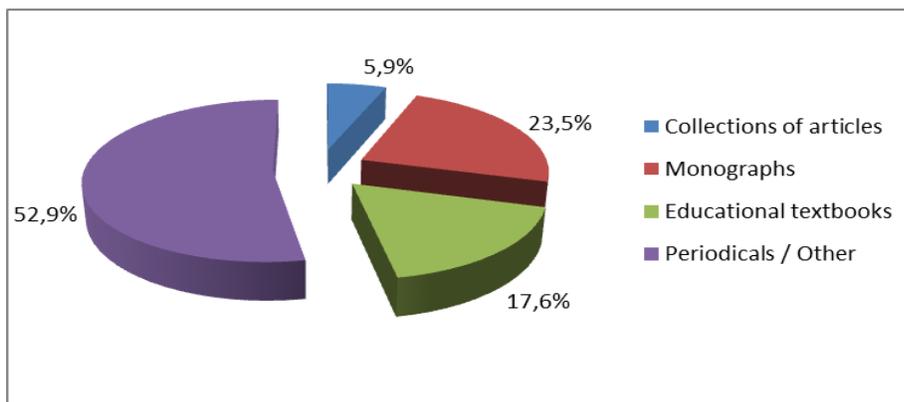
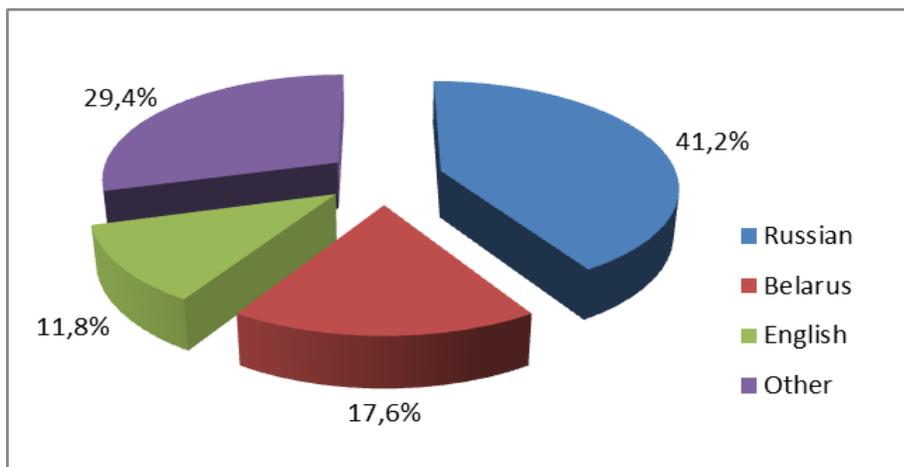


Table 4.7 Distribution of Publications by EHU Press by Language AY 2011–2012



5. International Cooperation

Table 5.1 Partner Universities

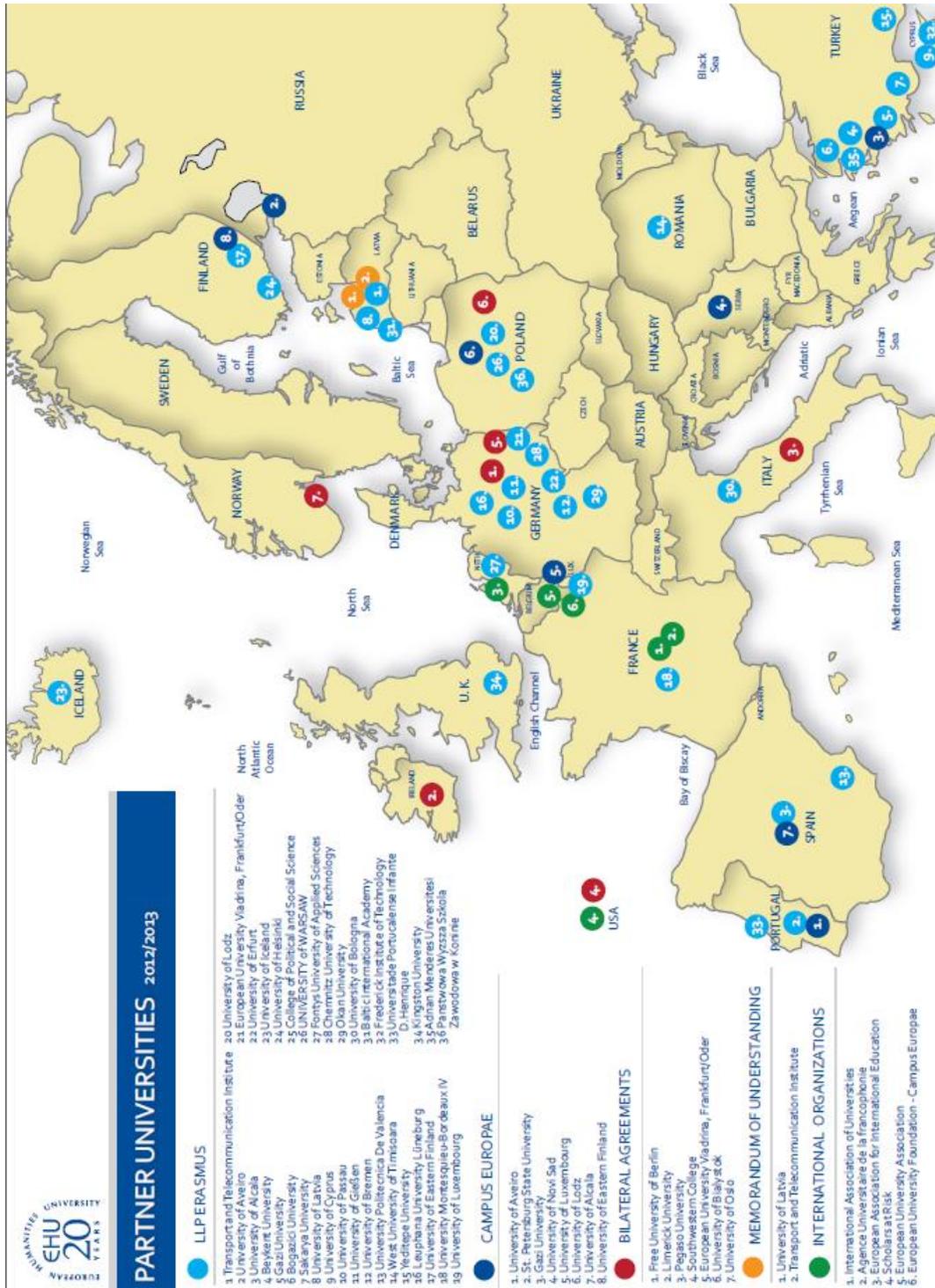
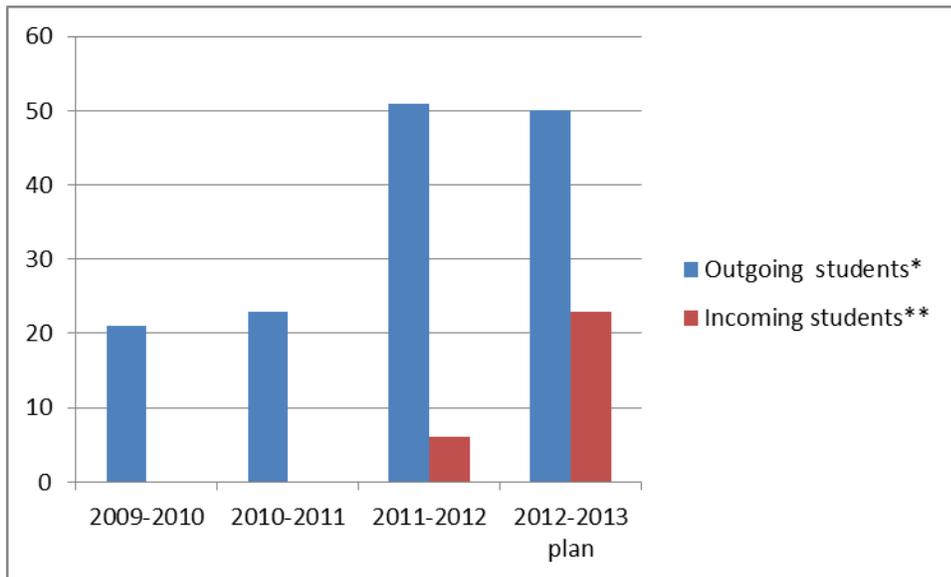


Table 5.2 Student Mobility



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

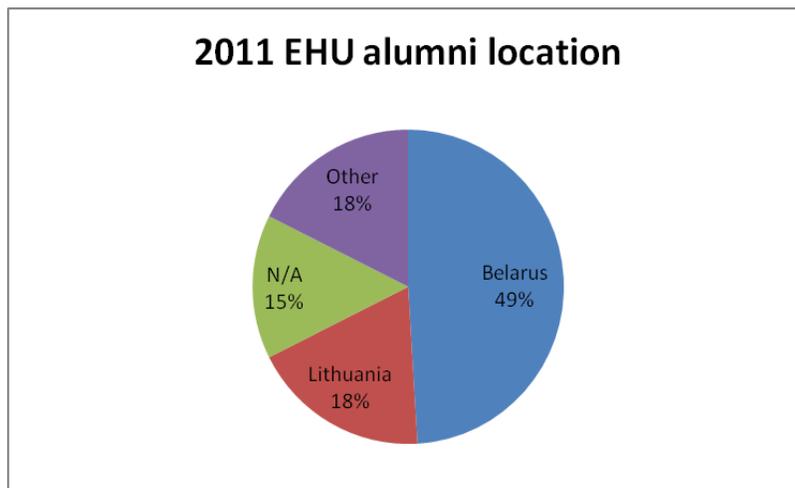
** Erasmus only

6. Alumni

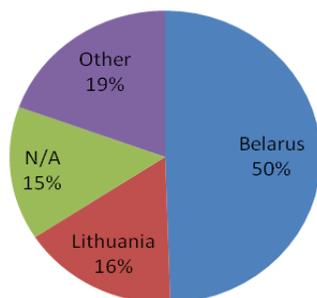
Table 6.1 Survey on Alumni Location

Year	Location	Study mode			Total
		High Residency	Low Residency	MA	
2009	Belarus	44	4	26	74
	Lithuania	26	0	1	27
	N/A	10	1	44	55
	Other	28	0	3	31
	Total	108	5	74	187
2010	Belarus	59	5	30	94
	Lithuania	31	0	0	31
	N/A	13	0	15	28
	Other	34	0	3	37
	Total	137	5	48	190
2011	Belarus	53	16	34	103
	Lithuania	28	0	11	39
	N/A	10	11	10	31
	Other	29	4	4	37
	Total	120	31	59	210

Last update – March-June 2012



2010 EHU alumni location



2009 EHU alumni location

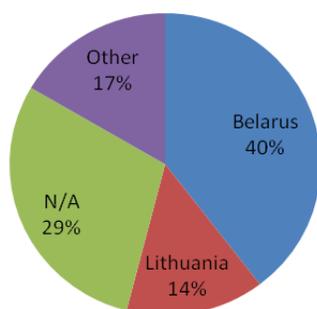


Table 6.2 Survey on Alumni Employment in Belarus

Sector	Number of EHU students employed
EHU	1
Media	11
NGO	22
Private sector	119
Public sector	6
Research	3

State sector	6
State-owned company	4
Unemployed	7
Total	179

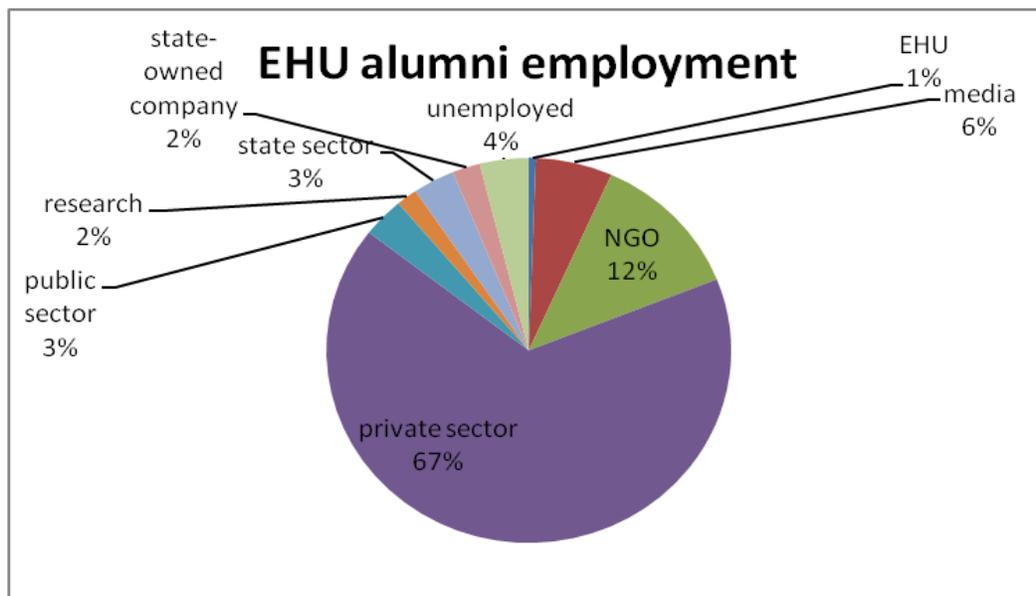


Table 6.3 Interest in further collaboration with EHU (by category)

Category	Number of Mentions
Business collaboration: joint projects, employment, recommendations from the university	91
Conferences/round table discussions/master classes	88
Cultural events	84
Getting visa support from the university	92
Getting information about vacancies/job openings in Belarus and Lithuania (EHU included)	81
Meetings with prospective or current EHU students, donors	55
Alumni Homecoming events (Minsk/Vilnius)	95
Other	5

7. EHU Financial Indicators

Table 7.1 Financial Indicators

Average exchange rate Euro/USD used during AY 2011–2012: 0.771

	Students	EUR	USD	Students	EUR	USD	Percent
School of Undergraduate Studies	Estimated for AY 2012–2013			Estimated for AY 2013–2014			+/-
High residence							
Average cost of education for degree-seeking BA student studying in Vilnius for one academic year (without teaching premises cost)	1	€ 4,200	\$5,449	1	€ 4,300	\$5,579	2%
Average cost of room and board for BA student in one academic year	1	€ 2,500	\$3,243	1	€ 2,500	\$3,243	0%
Amount of donation needed to cover tuition, room and board for one High Residence BA student to complete a degree (4 years)	1	€ 27,800	\$36,067	1	€ 28,200	\$36,586	1%
A donation of €100,000 covered the cost of educating BA students studying in Vilnius during the academic year	15			15			0%
Low residence							
Average cost of education for degree-seeking BA student studying in Low Residence mode (without teaching premises cost)		€ 1,100	\$1,427		€ 1,100	\$1,427	0%
A donation of 100,000 EUR covered the cost of educating BA students in Low Residence study during the academic year	91			91			0
School of Graduate Studies	Approved in AY 2011–2012			Estimated for AY 2013–2014			+/-

Average cost of education for degree-seeking MA student studying in Vilnius (without teaching premises cost)		€ 4,200	\$5,449		€ 4,300	\$5,579	2%
Average cost of room and board, MA student		€ 2,500	\$3,243		€ 2,500	\$3,243	0%
Amount of donation needed to cover tuition, room and board for one High Residence MA student to complete a degree (2 years)		€ 13,600	\$17,644		€ 13,800	\$17,904	1%
A donation of €100,000 covered the cost of educating MA students studying in Vilnius during the academic year	15		\$0	15		\$0	0%
Average cost of education for degree-seeking MA student studying in Low Residence mode		n/a			n/a		

8. Fundraising

8.1 Donors



Table 8.2 EHU

EHU Trust Fund donations including donations to the EHU Emergency Fund (2011)

EHU Trust Fund Confirmed Donations 2008 – 2011 (EUR)					
Donor	2008	2009	2010	2011	Total
European Commission	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Nordic Council of Ministers	530,000	422,000	521,000	548,316	2,021,316
Czech Republic	200,000	10,000		10,000	220,000
Denmark	75,000	75,000	75,000	75,000	300,000
Estonia	29,000	13,000	13,000	12,782	67,782
Finland		150,000	150,000	150,000	450,000
France	30,000	20,000	20,000	20,000	90,000
Greece	100,000				100,000
Hungary	50,000			40,000	90,000
Ireland	50,000				50,000
Lithuania		230,000	200,000	200,000	630,000
MacArthur Foundation		205,000	140,000	76,394	421,394
Norway	120,000	120,000	120,000	650,558	1,010,558
Poland	50,000		50,000	230,033	330,033
Spain	50,000				50,000
Sweden	200,000	200,000	200,000	221,124	821,124
United Kingdom				115,000	115,000
United States		350,000	384,000	195,184	929,184
Total	2,484,000	2,795,000	2,873,000	3,544,489	11,696,489
NCM Overhead (7%)	173,880	171,150	174,230	234,451	753,711
NCM Overhead (12%)		42,000	46,080	23,422	111,502
For EHU	2,310,120	2,581,850	2,652,690	3,286,616	10,831,276
Usage of Trust Fund Disbursements by the EHU (EUR)					
Total raised to date	10,831,276				
Expenditure 2008-2009	760,600				
Expenditure 2009-2010	1,526,529				
Expenditure 2010-2011	2,931,621				
Expenditure 2011-2012	2,785,684			Balance in Trust Fund	-29,356
Expected 2012-2013	2,856,198				
Total	10,860,632				

Comment. TF has already received pledges for 2012 in the amount of 3.3 million EUR

Table 8.3 Funding directly to EHU (outside of the Trust Fund)

EHU Donations EUR	For use in academic year	For use in academic years starting from	Total
Donor	2011/2012	2012/2013	
a. Governments			
Lithuanian Government (financing of foreign teachers)		€ 5,200.00	€ 5,200.00
EC (Project Respect)	€ 12,200.00		€ 12,200.00
EC (Project IREX)	€ 83,000.00		€ 83,000.00
Spain Government (Human Rights 2011)	€ 6,000.00		€ 6,000.00
JBIC (Election and Monitoring project)	€ 12,098.00	€ 9,098.00	€ 21,196.00
Sub total	€ 113,298.00	€ 14,298.00	€ 127,596.00
b. Private Foundations			
Carnegie Foundation		€ 195,482.19	€ 195,482.19
ERSTE Foundation	€ 5,566.00		€ 5,566.00
Open Society Institute HESP	€ 345,744.00	€ 325,823.00	€ 651,646.00
American Councils (Career Advising Center)	€ 15,000.00	€ 15,000.00	€ 30,000.00
Human Rights House Foundation		€ 1,000.00	€ 1,000.00
NordForsk (Nordic Network project)		€ 8,200.00	€ 8,200.00
Agora project		€ 7,300.00	€ 7,300.00
Sub total	€ 366,310.00	€ 552,805.19	€ 899,194.19
Grand Total	€ 479,608.00	€ 567,103.19	€ 1,026,790.19

Table 8.4 In-kind Donations to EHU

Title	Donor	2011/2012
Donation for University Campus*	Lithuanian Government	€ 325,000.00
Students' and teachers' exchange support	EC (Erasmus) and Norway	€ 253,561.00
EHU events	Different donors	€ 48,151.00
Different individual donations	Individual donor	€ 10,896.00
Donation	American Councils	€ 1,000.00
Total		€ 638,608.00

* included into the EHU budget

9. Visibility

Table 9.1 Media coverage distribution by media issue in AY 2011 – 2012

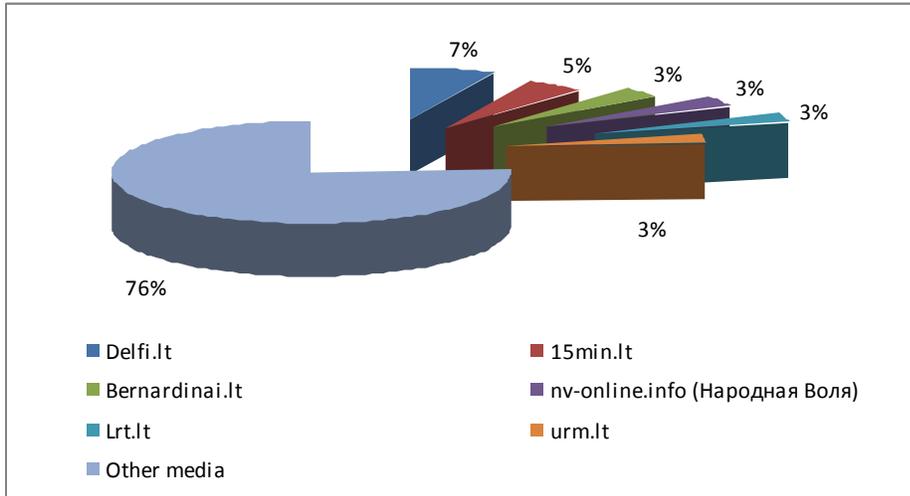


Table 9.2 Media Coverage Distribution by Country of Origin in AY 2011–2012

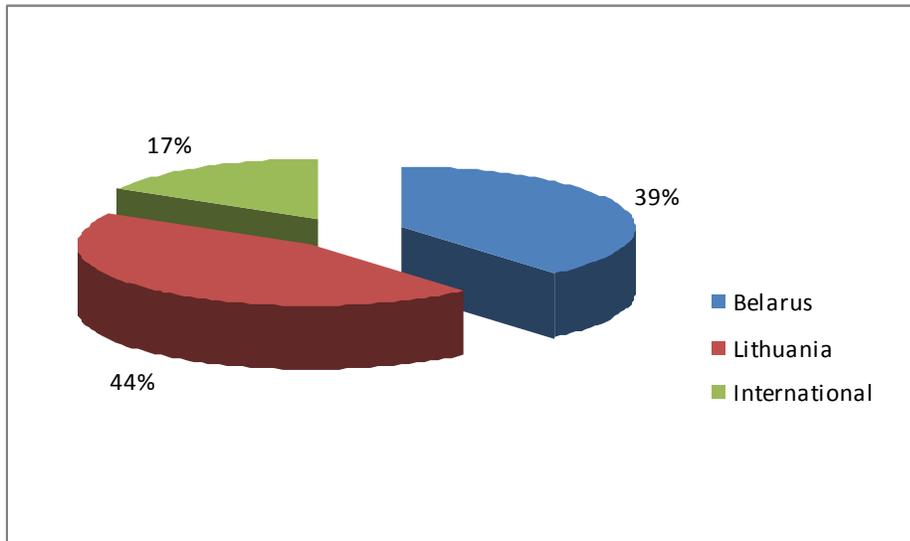


Table 9.3 Percentage of Website Users per Country in AY 2011–2012

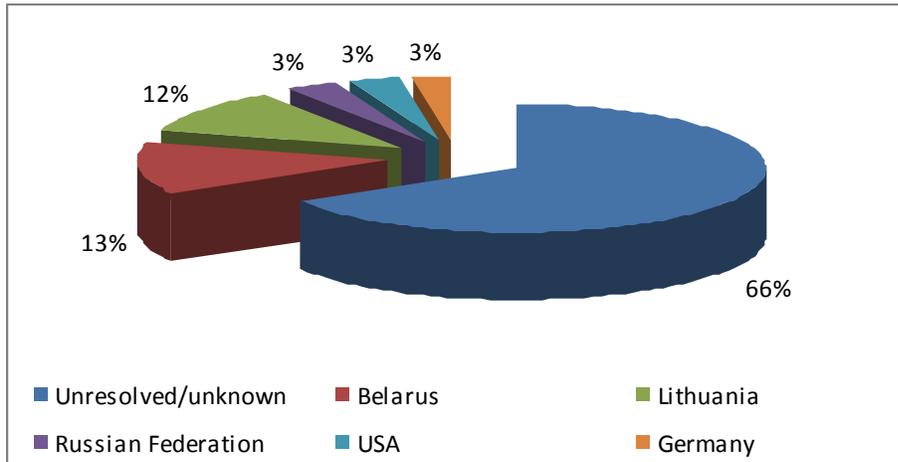


Table 9.4 Website Total Visits Comparison with Previous Academic Years

