



Europos humanitarinis  
universitetas

# ANNUAL REPORT

**CONCISE VERSION**

1 October 2022 - 29 September 2023

Governing Board	Management	General Assembly of Part-Owners (GAPO)
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Megaklis Petmezias (Greece), deputy chair	Dr. Vilius Šadauskas, Chancellor-Head of Rector's Office (from 12-04-2023)	DDF Foundation represented by Mr. Leonard Bernardo, Regional Director for the Eurasia Region
Dr. Jonathan Fanton (USA)	Danutė Vilkelienė, Finance director (from 02-05-2023 until 29-09-2023)	Eastern European Studies Center (EESC) (Lithuania) represented Ms. Lina Rukštelienė, Head of Strategic Decisions Support Group of the Ministry of Foreign Affairs of the Republic of Lithuania
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Darya Minsky (Belarus)	Aida Kišūnaitė, Head of Project Management Office (from 19-06-2023)	
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Antoaneta Dimitrova (the Netherlands)	Ryhor Miniankou, acting Head of Academic Department of Social Sciences	
Natalia Yarashevich (Belgium)	Nijolė Saugėnienė, Head of Academic Support Centre	
	Vadim Chleborodov, HR Director (from 01-08-2023)	

**Senate Principals**

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## LIST OF KEY ABBREVIATIONS:

**AY** – academic year

**EHU, university** – European Humanities University

**LR** – low-residence studies

**MA** – Master’s studies

**HR** – high-residence studies

**GAPO** – General Assembly of Part-Owners

**VLE** – Virtual learning environment

**GB** – Governing Board.

## INTRODUCTION

The European Humanities University (EHU) is a student-oriented higher education institution that promotes the principles and values of civil society to students in Belarus and neighbouring regions through the humanities and liberal arts, offering an international quality learning experience. This mission has been at the heart of EHU's activities since its foundation in Minsk in 1992.

AY 2022-2023 was characterised by a wealth of events, both in the academic sphere and in the internal life of the University, as well as in the international arena, where EHU continued its mission, contributing to the formation of Belarusian civil society through its active civic stance and actions, and reinforced its consolidating role in the area of cooperation between Western European and Eastern European Partnership countries, by attracting more and more young Belarusian citizens committed to the progressive ideas of Western democracy, and to the lasting transformation of the country's society.

640 first-year students were admitted for the studies in AY 2022-2023. This is almost twice the number of enrolments in AY 2021-2022. This positive trend confirmed the assumption that more and more families are opting for a long-term investment in European higher education, which guarantees security and a promising future for young people in Belarus and the neighbouring countries.

During AY 2022-2023, not only the number of students enrolled has grown, but also the geography of EHU applicants has expanded: the University community has expanded to include citizens from Moldova, Kazakhstan, Sakartvelo and Lithuania. Nevertheless, the majority of first-year students came to EHU from Belarus (450), 45 from Ukraine and 56 from Russia.

Interest of the applicants in the programmes offered by EHU has traditionally remained high and in line with today's education market trends - the Bachelor programmes "Media and Communication" (145 graduates enrolled) and "Visual Design" (95 graduates enrolled) broke all previous records in the AY 2022-2023, attracting 240 first-year students to their communities.

In 2023, Professor Krzysztof Rybinski was elected as the new Rector of EHU. Professor Rybinski is a distinguished scholar with a PhD in economics from the University of Warsaw and an experienced academic administrator with more than 20 years of leadership experience, including three years as Rector of Narxoz University in Almaty, Kazakhstan, and five years as Rector of the University of Vistula in Warsaw, Poland. The selection of Professor Rybinski from among 17 candidates for the post concludes an eight-month international search conducted by a Search Committee drawn from all sectors of the EHU community.

An external institutional evaluation took place at the EHU on 19-21 September 2023. Over 3 days, the international experts took stock of the results of the EHU self-assessment and met with academics, students and alumni, social partners and the University management.

On 27 September 2023, the EHU Donor Assembly approved the University's "Annual Work Plan 2023-2024", which sets out the strategic guidelines for the development of the EHU for the next academic year, according to which:

- The necessary reforms will be initiated and further implemented to ensure the long-term financial sustainability of the University;
- The implementation of these reforms will lead to a significant reduction in the financial loss per student in the AY 2024-2025 and beyond;
- A refresh and conceptual integration of all EHU strategies is planned for March-May 2024, focusing on the following priority areas: (1) strategic curriculum review; (2) institutional effectiveness; (3) competitive and project-based organisational culture; and (4) proactive external fundraising.

## INSTITUTIONAL DEVELOPMENT AND MANAGEMENT

### CHANGES IN MANAGEMENT

Main events related to the management of EHU and changes in this area during AY 2022-2023:

1. The new Rector of the EHU, Prof. Krzysztof Rybinski, took office on 3 April 2023;
2. On 6 April 2023 Dr. Vilius Šadauskas was appointed Chancellor of EHU;
3. On 10 May 2023 the updated EHU strategy for 2021-2026, integrated with the operational plan, was approved;
4. On 11 May 2023 a public international competition for the position of EHU Vice-Rector for Academic Affairs was launched. An advisory selection committee was set up. After meetings with 12 potential candidates, the position remains unfilled at the beginning of the AY 2023-2024;
5. On 18 July 2023 at the EHU General Assembly of Part-Owners, the Head of the Strategic Decision Support Group of the Ministry of Foreign Affairs, Lina Rūkštelienė, was replaced by the Director of the Strategic Management and Analysis Department of the Ministry of Foreign Affairs, Marius Janukonis;
6. The fourth EHU Donor Assembly took place on 27 September 2023.

### EHU SENATE

Eleven Senate meetings were held during the AY 2022-2023. They were held in virtual or hybrid format. The Senate members worked in accordance with the approved annual Senate Action Plan, in cooperation with the EHU Academic Support Centre, the EHU academic departments, and other EHU units.

During AY 2022-2023 the Senate approved amendments to the following documents:

- "Rules of Procedure of the Academic Ethics Committee of the European Humanities University" (October 2022);
- "Regulations on the procedure for awarding the Professor Vladimir Furs Scholarship to students of the European Humanities University" (February 2023);
- "Quality Assurance Policy at the European Humanities University and Description of the Internal Quality Assurance System for Studies at the European Humanities University" (April 2023);
- 'Description of the European Humanities University's Student Internship Procedure' (June 2023).

During AY 2022-2023 the Senate debated and approved the following documents:



- "Procedures for the assessment of the learning outcomes of the students of European Humanities University" (November 2022);
- "Regulations on Appeals of the European Humanities University" (November 2022);
- "Regulations on the EHU Seed Fund" (November 2022);
- "Report on the activities of the Research and Creative Activities Committee for AY 2022-2023" (S. Stureika);
- "Report on the activities of the Methodological Committee for Studies for AY 2022-2023" (V. Kanstantsiuk);
- "Report on the activities of the EHU Academic Ethics Committee for AY 2022-2023" (Prof. E. Melnikau).

The following reports of the working groups were discussed and adopted during AY 2022-2023:

- "Process and format for the preparation of Departmental Reports" (V. Kanstantsiuk);
- "Analysis of the criteria for evaluating the effectiveness of EHU teachers" (S. Stureika);
- "Legal assessment of the status of EHU as a "University in Exile"" (L. Ulyashina);
- "Amendments to the Statutes of the EHU" (discussion of this item was postponed to the next session of the Senate).

The following working groups were set up:

- Working group on the decision on the award of the title of associate professor (K. Gaitanži);
- Working group on the preparation of a procedure for the organisation of feedback on EHU studies (I. Utovkienė).

The Senate debated and approved the "EHU Strategy for 2021-2026". On 18 July 2023 the Senate also conferred the title of Professor Emeritus of the EHU on Prof. A. Kalbaska.

The Senate was also involved in the preparations for the institutional evaluation of the EHU.

## PERSONNEL

Academic staff work in the Academic Departments of Humanities and Arts and Social Sciences. The administrative staff of the University is divided into academic administrative staff and general administrative staff, according to the nature and functions of their work. The academic administration staff is grouped in the Academic Support Centre, the Student Affairs Office and the Communication and Marketing Unit. The staff of the General Administration consists of the Rector's Office, the Project Management Unit (from 30 September 2023 replacing the former Strategic Development and Planning Centre), and the Finance and Personnel Unit. As from 2 May 2023, this unit has been split into two independent units: the Finance Unit and the Personnel Unit.

As of 30 September 2023, the University employed 139 staff members, representing 122.75 FTE. The increase is due to the introduction of new study programmes and the redistribution of teaching staff workload. This includes 82 lecturers (68.25 FTE), 76% of whom hold a PhD. The University had 20 professors, 27 associate professors, 33 lecturers and 2 assistants. 51% of the academic staff are Belarusian and 28% Lithuanian. The rest are from other European Union or Eastern Partnership countries. This is an excellent demonstration of the internationality of EHU. The university maintains a gender balance, with almost half of the staff - 55% of one gender - represented.

Women account for 47% of lecturers and 73% of administrators. In the AY 2022-2023 the majority of lecturers continued their employment with two-year contracts, which expired on 30 September 2023.

The evaluation of the performance of teachers for the AY 2022-2023 took place in June. The performance of 67 teachers with 0.5 or more FTE was evaluated. The performance of 40 teachers was assessed as 'very good' and 'good'. They were successful in open competitions. In contrast, 14 teachers were rated 'low'. In accordance with the case-by-case approach and the principle that if a teacher's performance is repeatedly assessed as 'low', the contract will not be renewed.

Following the change in the procedure for recruitment to the posts of teachers and research staff in science and higher education institutions, the composition of teachers and research staff was made through a public competition. In June 2023, a competition was launched for 39 teaching and research staff positions (22 posts), including 5.5 research/art staff, 1.5 professors, 5.25 associate professors and 9.75 lecturers. 20 lecturers and 7 researchers have signed 5-year contracts that has enabled them to plan their pedagogical, scientific/artistic and organisational activities for a 5-year perspective. The plans became an integral part of the employment contract.

In September 2023, the selection of guest lecturers took place and the Commission considered that 74 lecturers fulfilled the qualification requirements and 65 lecturers will be employed on 1 year contracts.

An integrated HRM model links activities to results and motivation. At the beginning of the year, strategic and operational objectives were set for departments and staff, and performance indicators (KPIs) were established. Achievement of more than 70% of the objectives set allows for the rewarding of team members for their performance. Taking into account labour market trends and the annual inflation rate, it has been decided to increase the remuneration of teaching staff by an average of 10 % for the AY 2022-2023 and 2023-2024.

A staff satisfaction survey was carried out in May with 70% (63% in 2022) of the staff participating. The overall job satisfaction score is 7.6 (8.0 in 2022). The open and participative suggestions of the academic community for improving the performance, working environment and cooperation will be on the calendar of the next academic year for the top management and the administrative units.

#### IMPLEMENTATION OF THE EHU GENDER EQUALITY POLICY AND ACTION PLAN

As part of the Gender Equality Action Plan 2021-2024, work continued in the areas of communication, outreach, seminars, lectures, events, and student and partner activities were organised to create a gender-responsive environment for all members of the EHU community. The correct use of gender-sensitive language in the EHU working languages has been established. One can find out more about the writing style of the published material at [www.ehu.lt](http://www.ehu.lt) and on the University's social media.

The following events took place in AY 2022-2023: in the autumn semester, EHU and guest lecturers held workshops on "On-campus Inclusion: Gender, Cultural Diversity, Language of Hate, Prevention across Communities"; O. Kivliuk's webinar on "Toxic Beauty: What the media does for you in order to make you feel ugly"; U. Bychenkova's masterclass on feminist graphic design

practices; FemThursday webinar "Mobilised and Called by the Revolution: The Meanings of Women's Protest" with Elena Gapova (Founder of the Center for Gender Studies, professor at Western Michigan University (USA)) on the "feminine face" of the Belarusian Revolution, Gapova's<sup>1</sup> "Why Belarusian Women Took to the Streets"; sociologist E. Nesteruk's webinar "Prevention of Sexual Violence, Countermeasures and Legal Issues"; screening of documentaries on gender: "Woman 2020" and "Woman in the Workplace: the unfinished struggle for equality".

The Women in Tech project (2022-2023) is a major opportunity. This is an educational and research project aimed at supporting Belarusian women in IT and promoting gender equality in high-tech. The project is implemented by the EHU Centre for Gender Studies, funded by the European Union (300 000 EUR) within the EU4Digital programme<sup>2</sup>. The project includes the following activities: Login to Tech - a course of video lectures and practical exercises for women planning to start a career in IT; a conference on ways to address gender discrimination in IT - for IT business representatives, NGOs and all those interested in this topic; multidisciplinary IT courses to learn specific hard skills for working in IT; a mentoring programme to support women with professionals from IT, HR and business participating; Women in Tech Academic - a research programme on gender inequality in the IT sector in Belarus. EHU and Women in Tech have launched a research scholarship competition for students of the Master's Degree programme "Gender Studies". In the summer, the project organised a camp "Digital Solidarity".

Monitoring of the gender equality situation and a community survey on gender equality continue. The "Employee Job Satisfaction at EHU" survey in May 2023 asked about inappropriate or improper behaviour and harassment. Eight (5 in 2022) employees mentioned having experienced or observed such situations in the work environment in the last year. However, the anonymous survey does not allow the identification of facts. The problem appeared to go deeper and in the summer and autumn of 2023, information about possible inappropriate behaviour and harassment in academia appeared in the public domain. The investigation moved to AY 2023-2024.

In AY 2022-2023 the researchers of the EHU Centre for Gender Studies at the Academic Department of Social Sciences and the department's lecturers, participants of the Women in Tech project (Prof. Almira Ousmanova, Assoc. Prof. Uladzislau Ivanou, Prof. Elena Gapova, Andrei Vazyana, Antonina Stebur, Hanna Samarskaya) prepared expert texts, hosted events and conferences, and carried out activities on the topic of gender equality and inclusiveness with EHU students and partners. Specific texts and events can be found on the website of the EHU Centre for Gender Studies<sup>3</sup>. The Centre for Gender Studies collaborators also disseminate and promote knowledge and opinions on gender equality in the Belarusian press and social media (comments, interviews, virtual public lectures, etc.).<sup>4</sup>

Students of the new Master's degree programme "Gender Studies", which was successfully launched in AY 2021-2022, are active participants in the Women in Tech project.

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<sup>1</sup> <https://ru.ehu.lt/sobytiya/femthursday-elena-gapova/>

<sup>2</sup> <https://eufordigital.eu/countries/Baltarusija/>

<sup>3</sup> <https://en.ehu.lt/events/gender-studies-and-war-challenges-in-resilience-of-universities-in-ukraine/>  
[https://karazin.ua/storage/static-content/source/documents/tsili-staloho\\_rozvytku/gender/Course\\_Program\\_RethinkingGender.pdf](https://karazin.ua/storage/static-content/source/documents/tsili-staloho_rozvytku/gender/Course_Program_RethinkingGender.pdf)

<sup>4</sup> <https://en.ehu.lt/research/centers-laboratories-and-institutes/center-for-gender-studies/>.

<https://nashaniva.com/314986>

<https://belsat.eu/programs/07-03-2023-feminityvy-i-feminizatsyya-belaruskaj-movy>.

## STUDIES

### STUDY PROGRAMMES

EHU was implementing 13 accredited three-level study programmes in AY 2022-2023.

The Academic Department of Social Sciences runs bachelor's degree programmes "Media and Communication", "World Politics and Economics", "Law", an integrated degree programme "International Law and European Union Law", and master's degree programmes "Public Policy" and "Gender Studies". The Academic Department of Humanities and Arts runs bachelor's degree programmes "European Heritage", "Visual Design", "Theater Art and Acting", master's degree programmes "Visual Plastic Art" and "Cultural Heritage Development", as well as a doctoral degree programme "Philosophy". In cooperation with the information technology company EPAM Systems Lietuva, the University has successfully implemented a new bachelor's degree programme "Informatics".

In AY 2022-2023 the Academic Department of Social Sciences has accredited 2 new Master's degree programmes in the field of law "International Law and Security Studies", "International Business and Trade Law LL.M", but the enrolment in these programmes has not yet been conducted.

3 new study programmes have been developed and submitted for accreditation: the Psychology (BA), History (BA) and Jewish Studies (MA). The first of these study programmes has not been accredited, while the accreditation of the other two programmes is pending after the external evaluation procedure. A new study programme "Business Economics" has also been prepared and submitted for accreditation in cooperation with the Public Research Centre "BEROC". A decision on the accreditation of the programme is pending. In case of successful accreditation, the programme will be implemented in the newly established branch of the University - the EHU/BEROC IPM School of Business and Economics.

EHU completed AY 2022-2023 with 1 160 students in the core programmes and 318 students in the University's branch "EHU/EPAM School of Digital Engineering" – a total of 1 478<sup>5</sup>. Meanwhile, as of 1 October of the corresponding year, the University had 1 056 students in the AY 2021-2022, 811 students in the AY 2020-2021 and 643 students in the AY 2019-2020. It should be noted that these are fixed student numbers for the specific start date of the academic year after the end of the enrolment period, but the number of students is not constant during the academic year and varies due to the movement of students for various reasons (academic leave, withdrawals, returns to studies, etc.). The number of students by study groups, fields of study and study programmes is presented in Table 1. For the period of AY 2022-2023, an increase of 23.21% in the number of students is recorded.

**Table 1. Study fields and study programmes, carried out in AY 2022-2023, and student number in them**

Group of study fields	Study field	Study programme	Cycle	Number of students
Humanities		European Heritage (HR and LR)	BA	52

<sup>5</sup> Data as at 1 October 2023

Group of study fields	Study field	Study programme	Cycle	Number of students
	Heritage Studies	Cultural Heritage Development (HR)	MA	38
Art	Design	Visual Design (HR and LR)	BA	336
		Visual Plastic Art (HR)	MA	23
	Theater	Theater Art and Acting (HR)	BA	38
Social Sciences	Communication	Media and Communication (HR and LR)	BA	366
	Political Science	World Politics and Economy (HR and LR)	BA	140
		Public Policy (HR)	MA	32
	Sociology	Gender Studies (HR)	MA	19
Law	Law	International Law and Security Studies*	MA	0
		International Business and Trade Law LL.M*	MA	0
		International Law and European Union Law	Integrated studies	48
		Law	BA	62
Computer Science	Informatics	Informatics**	BA	318
	Philosophy	Philosophy	PhD	6
<b>Total:</b>				<b>1 478</b>

\* International Law and Security Studies, International Business and Trade Law LL.M. will be opened for admissions from 2024.

\*\* EHU/EPAM School of Digital Engineering study programme

151 students graduated from the University in AY 2022-2023 (20.2% more than the number of graduates in 2022). Bachelor's degrees were awarded to 54 high-residence students (40 students in 2022) and 41 low-residence students (40 students in 2022). 24 students of the integrated study programme were awarded diplomas. Master's diplomas were awarded to 32 students. In addition, 6 distance learners (4 in the autumn semester and 2 in the spring semester) studied individual subjects at the University during the reporting year<sup>6</sup>.

## STUDENT ADMISSION

<sup>6</sup> More information on Open Distance Learning System <https://ru.ehu.lt/ucება/drugie-kursyi/>

In 2023, applicants could choose from a list of 13 bachelor's, master's and doctoral programmes (high-residence and low-residence) (see Table 2).

In 2023, 439 applicants to the University's main programmes and 201 applicants to the branch programme in Informatics have signed study contracts, totalling 639 new admissions (287 high-residence and 96 low-residence bachelors, and 90 master's students). The number of admissions to the main study programmes is slightly lower than in 2022 (473) and the number of admissions to the branch programme is higher than in 2022 (141).

**Table 2. Comparison of student numbers, admitted in 2019-2023**

Study programme	Students admitted in	Students admitted in	Students admitted in	Students admitted in	Students admitted in
	2023	2022	2021	2020	2019
<b>Bachelor study programmes (HR)</b>	<b>281</b>	<b>287</b>	<b>152</b>	<b>71</b>	<b>80</b>
Visual design	71	90	48	25	37
European heritage	16	18	17	18	11
Media and communication	107	79	47	28	28
World politics and economy	53	57	21	-	4
Theater Art and Acting (new study programme from 2021)	10	12	19	-	-
Law (new study programme from 2022)	24	31	-	-	-
<b>Bachelor study programmes (LR)</b>	<b>98</b>	<b>96</b>	<b>56</b>	<b>67</b>	<b>73</b>
Visual design	24	31	21	33	32
European heritage	9	0	-	-	8
Media and communication	38	40	24	19	25
World politics and economy	16	13	11	15	8
Law (new study programme from 2022)	11	12	-	-	-
<b>Integrated study programmes</b>	<b>.*</b>	<b>.*</b>	<b>23</b>	<b>9</b>	<b>13</b>
International law and European Union law (HR)	.*	.*	23	9	3
International law and European Union law (LR)	.*	.*	-	-	10
<b>Master study programmes</b>	<b>60</b>	<b>90</b>	<b>50</b>	<b>29</b>	<b>20</b>
Cultural heritage development	21	24	17	7	7

Public policy	20	20	23	16	6
Visual plastic art	10	13	10	6	7
Gender studies (new programme from 2022)	9	18/15*	-	-	-
<b>Total (main study programmes)</b>	<b>439</b>	<b>473</b>	<b>281</b>	<b>176</b>	<b>186</b>
<i>Informatics (new programme in branch from 2022)</i>	201	141***	-	-	-
<b>Total (in university)</b>	<b>640</b>	<b>614</b>	<b>281</b>	<b>176</b>	<b>186</b>

\* Admission to Gender studies was opened twice during 2022.

\* In 2022 there were no admissions to the integrated study programme International law and European Union Law (HR, LR).

\*\*\* Study programme Informatics of EHU/EPAM School of Digital Engineering, in 2023 201 students signed the study agreement.

The EHU admissions campaign was launched in April 2023, inviting applications for seven Bachelor's, four Master's and one Doctoral programme, in the social sciences, humanities, arts and information technology.

The total number of students joining the EHU community in October 2023 was 640 new members, slightly higher than in 2022. The upward trend in new enrolments from 2021 onwards confirms the assumption that an increasing number of young people from the region are choosing to make a long-term investment in a European-style higher education, which guarantees security and a promising future for the youth of Belarus and the region. This year, as every year, the largest number of first-year students came to EHU from Belarus. In all study programmes, except for the "Gender Studies" (MA) programme, the vast majority of students are Belarusian citizens. The second largest group of students are Russian citizens.

The interest of applicants in the programmes offered by the University remains traditional and in line with today's trends in the education market - the Bachelor's programmes "Media and Communication" and "Visual Design" are again the most popular programmes this year, attracting 240 first-year students both. Among the Master's programmes, Public Policy and Cultural Heritage Development are the most popular in 2023.

## MANAGEMENT OF STUDIES

The reporting academic year was a challenging one for the University in terms of the delivery of studies due to the outbreak of the war in Ukraine and the consequent significant tightening of Western sanctions against Belarusian banks and Russian citizens, changes in the visa regime and the further deterioration of the economic and political situation in Belarus.

In the autumn semester, high-residence studies were mostly conducted in the traditional way (classroom contact work and independent work on VLE Moodle), while part of the low-residence and part of the master's studies were conducted in a blended format. But also the high-residence form of study was partly carried out remotely or hybridly, as the war in Ukraine meant that not all lecturers were able to come, and there were some groups of students who were also not able to come because of difficulties with obtaining visas.

The Academic Support Centre manages the study process at the University. The University's study administration activities include administrative work in three internal databases:

- 1) Study management system "Edina",
- 2) Virtual learning environment "Moodle",
- 3) Library information system "Koha".

These databases collect and manage all the data on study programmes, their implementation, students' study results, the study process in the virtual learning environment and the collection of digital learning materials is carried out, library cataloguing and reader services are organised.

Study administration activities are also carried out in external databases to which data are periodically provided and/or where data related to studies and scientific/artistic activities are regularly updated:

- 1) Students' register,
- 2) Diploma register,
- 3) eLABa institutional repository for final thesis and publications,

In addition to administrative work in these databases, the following study management processes and procedures are performed by the Academic Support Centre:

- 1) There is a one-stop student request service, i.e. one-stop-shop acceptance, review and, if necessary, referral of student requests and applications to other divisions, within the framework of this service, orders are prepared on the basis of applications, various certificates and academic certificates are prepared for students upon request.
- 2) Centralised preparation of study schedules and timetables.
- 3) Coordination of quality assurance processes of the University.
- 4) Library supervision and development.
- 5) Communication with external institutions supervising studies and research activities.
- 6) Cooperation with external providers of IT services.
- 7) Preparation of documents regulating University activities related to studies (regulation of everyday activities, regulation of periodical and long term processes).

#### DIGITIZATION OF STUDIES AND DEVELOPMENT OF DISTANCE/BLENDED LEARNING POSSIBILITIES

The distance / blended model of study organisation and the long-term experience of the University in this field allowed to continue using hybrid studies, when classes were broadcasted from the classrooms according to needs (as already mentioned, in cases where visa problems or faculty/students' inability to come to the university prevented the traditional activities) during AY 2022-2023.



The digitisation activities of the Academic Support Centre for the period of AY 2022-2023 were carried out in the following areas:

1. Development of support system for faculty, students and administrative staff:

1.1. *Professional development of EHU faculty and staff.* As usual during the reporting period introductory training for new teachers “Moodle elementary” were organised in both the fall and spring semesters. Training in the use of video conferencing tools for new teachers were also organised (“Use of video conferencing tools in the study process”). A package of information and methodological materials for teachers prepared earlier was updated, regular consultations on the transfer of the study process to the virtual space were carried out and assistance was provided to teachers in preparing tasks and conducting exams remotely and in hybrid mode.

1.2. *Regular support and assistance for teachers and students.* Administrative staff of Academic Support Centre responsible for digitization of studies and the maintenance of VLE Moodle provide ongoing advice and assistance for teachers and students starting from assistance for teachers in technical, methodological and educational aspects of creation of distance courses and ending with solving very practical problems and redirecting of questions outside of the competence of the Centre to the other EHU units or EHU IT service (outsourcing).

2. Quality monitoring of digitalization of studies and distance/blended learning. Quality monitoring actions not only serve for regular quality improvement but also allow to collect data for the annual evaluation of the activity of teachers and on their impact on the digitization of studies. As previously, there were the following fields of quality monitoring during AY 2022-2023:

2.1. *Certification of new distance/blended learning courses for undergraduate low-residence and master studies.* During AY 2022-2023 9 new courses were developed and certified in the fall semester and 21 courses in the spring semester.

2.2. *Monitoring of the tutoring in all Bachelor’s (low-residence mode) and Master distance/blended courses.* Certification is conducted regularly each semester. Generalised analytical and personal evaluation reports of teachers’ activities in VLE Moodle were prepared by the staff of Academic Support Centre for the purpose of monitoring the process of studies.

3. Technical, methodological and administrative support for digitization of studies and development of distance/blended learning.

3.1. *Administration of certain virtual platforms supporting distance/blended learning.* It is one of the most important aspects in digitization of studies and responsible staff from Academic Support Centre, as per usual practice, took care of the administration of VLE Moodle, an anti-plagiarism system Oxsico, study information system “EDINA”, also in cooperation with academic departments administered videoconferencing system “Zoom”.

3.2. *Methodical support for faculty and students.* In AY 2022-2023 the package of methodical and informational materials for teachers related to the transfer of studies to virtual

space was amended, assistance when creating tasks for intermediate assessment and exams was provided.

It should also be mentioned that in AY 2022-2023 University teachers had a very wide range of opportunities to participate in in-service training events for teachers of the Open Society University Network (OSUN), of which the University is a member.

In addition to the above-mentioned digitisation development activities, the University continued the University without borders project (<https://uwb.education/>) in AY 2022-2023, which provided training for all University lecturers on digitisation of studies, distance working methodologies, digital educational innovations, and the development of new courses for distance learners. A major project "Creation of the EHU Distance Learning Hub and development of the Belarusian network of independent distance learning service providers" has also been launched during AY 2022-2023, which is expected to make a significant contribution to the digitisation of studies at the University in future.

#### LOCAL AND INTERNATIONAL ACTIVITIES, STUDENT EXCHANGE

In AY 2022-2023 EHU academic units, centres and departments have developed international cooperation, mobility and participation in Erasmus+ projects. The following results should be mentioned:

1. The management of Erasmus+ student documentation continued, including the preparation of learning and inter-institutional agreements;
2. Erasmus+ funding received: €224,590 for staff and student grants under Action KA131; €31,730 for staff and student grants under Action KA171. These contracts will be valid for the AY 2023-2025;
3. A total of 23 students have received Erasmus grants for the AY 2022-2023 from EU and ESF funds;
4. Eight students have received Erasmus scholarships to carry out a traineeship as part of the Student Traineeship Mobility Programme. Table 3 shows the results of participation in this programme for the AY 2022-2023;
5. Participation of staff and teachers in mobility exchange programmes:
  - 19 outgoing STAs<sup>7</sup>;
  - 11 incoming STAs;
  - 12 outgoing STTs<sup>8</sup>;
  - 3 incoming STTs.
6. Sixteen students came to EHU under Erasmus and other exchange programmes;
7. Incoming students were assigned mentors from the Buddy Programme;
8. EHU participated in the Lithuanian State Scholarship Programme to reimburse the costs of Master's studies. 5 students from Belarus and Ukraine received these scholarships for the AY 2023-2025;

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<sup>7</sup> STA - Erasmus + Outgoing Staff Mobility for Teaching Assignments

<sup>8</sup> STT - Erasmus + Incoming Staff Mobility for Training

9. One student from Kazakhstan received a scholarship for the fall semester of AY 2022-2023 through the Short-Term Scholarship Programme.

**Table 3. Factual outgoing student mobility in AY 2022-2023 via Erasmus**

Study cycle	Study programme	Student mobility for studies	Student mobility for internships
Bachelor studies	European heritage		1
	Media and communication	8	2
	World politics and economics	1	
	Visual design	7	3
Integrated studies	International law and European Union law	4	1
Master studies	Public policy	1	
	Visual Plastic Art	2	

During the reporting period, EHU students actively participated in ESN<sup>9</sup> activities. EHU students participated in three National Conferences (National Platform), traditionally held at a Lithuanian university. During the meetings, ESN Lithuania reports on the allocation of its budget, the events held, etc. ESN chapters vote for/abstain/against key agenda items. Several ESN EHU participants represented EHU at the international event "Time Travels ESN Education Baltic Sea trip" to introduce and unite the different ESN Lithuania chapters, to conduct workshops, and to network.

#### QUALITY ASSURANCE ACTIVITIES

In line with EHU mission as a student-oriented university, the "EHU Strategy 2019-2024" and the updated "EHU Strategy 2021-2026" strategic objectives directly related to ensuring the quality of the University's internal studies and the quality of the internationalisation of the study process were set out. For each strategic objective, qualitative and quantitative targets have been set, covering the entire study process and the academic activities of the University, ensuring internal quality enhancement, including the development of new study programmes and the involvement of the academic community in quality improvement processes. In 2023, the quality assurance regulation was updated, with a new set of documents developed and approved to regulate the quality assurance of studies at the University and to define the distribution of responsibilities for quality among the units and the members of the University community. The two most important documents related to quality assurance and adopted in 2023 are the "Quality Assurance Policy of the European Humanities University" and the "Description of Internal Quality Assurance of Studies at the European Humanities University"<sup>10</sup>. An "Employee's Compass"<sup>11</sup> has also been developed as a support tool for all University staff, allowing them to efficiently access the management of all the University's processes (from

<sup>9</sup> ESN - Erasmus Student Network

<sup>10</sup> [https://en.ehu.lt/wp-content/uploads/2023/05/EN\\_EHU\\_Quality-assurance-policy\\_System-description\\_2023.pdf](https://en.ehu.lt/wp-content/uploads/2023/05/EN_EHU_Quality-assurance-policy_System-description_2023.pdf)

<sup>11</sup> [https://en.ehu.lt/wp-content/uploads/2023/11/01-128\\_EN\\_EMPLOYEE-COMPASS\\_07\\_09\\_2023.pdf](https://en.ehu.lt/wp-content/uploads/2023/11/01-128_EN_EMPLOYEE-COMPASS_07_09_2023.pdf)

recruitment, to quality assurance of studies, to academic and non-academic support of staff) in one place.

The aim of setting up and implementing a study feedback system is to effectively and systematically monitor the quality of the study process. During AY 2022-2023 the University collected quantitative and qualitative data to assess the study process and the quality of studies - surveys of students, teachers and graduates, statistical information on studies, and discussions with academic departments on individual issues of study quality. The organisation of the student feedback process is regulated in the "Procedure for the organisation of the EHU study feedback" (No. 123-20, 16-05-2017).

The data collection process has been given particular attention, with student feedback surveys on the quality of the taught courses being conducted at the end of the fall and spring semesters. The results of the surveys were shared with teachers and heads of departments, and wider discussions took place in general meetings of the University attended by EHU students, teachers and administration. In this way, students, as the most influential part of the University's academic community in terms of the quality of the study process, in cooperation with the teachers and the administration of academic departments, help to identify the problems that arise in the study process, and contribute to the search for rational solutions to them.

In addition, the monitoring of the causes of student dropout, systematisation and aggregation of data was carried out in the AY 2022-2023. Summarising the data collected during the reporting year, the 2 most common reasons for dropping out are:

- Voluntary discontinuation of studies. Students voluntarily withdraw from their studies for a variety of personal reasons, health problems, family circumstances, financial difficulties and difficulties in reconciling studies and work;
- Dismissal from studies due to underachievement or financial indebtedness.

Students' ability to learn and their overall satisfaction with their studies are strongly influenced by their psychological well-being. As in previous years, a professional psychologist working at EHU has been providing psychological support to students since 2020:

- Individual counselling;
- Motivational interviews with students who intend to withdraw from their studies;
- Psychoeducational counselling;
- Seminars on relevant topics such as time management, improving effective study skills, and reducing tensions in order to study smoothly.

Before the war in Ukraine, around 20 students a week were seeking psychological help. As the situation in the region has become more complex, the number of students seeking psychological help has increased.

During AY 2022-2023 an external evaluation of two fields of study was carried out in the University. The evaluation of the "Design" field of study was positive and accredited for a period of 7 years. The "Heritage" field of study was also assessed positively and accredited for 3 years. The most important external evaluation event for the AY 2022-2023 was the institutional evaluation of EHU.

In September 2023, after a full year of preparation of the institutional self-assessment, an international team of experts visited the University to carry out the institutional evaluation. The University has received a positive evaluation and its accreditation will be renewed (final conclusions have not yet been received).

In AY 2022-2023 preparations have also started for the external evaluation of two more fields of study that are planned for AY 2023-2024. The self-assessments of the "Communication" and "Political Science" fields of study have been launched. The external evaluation visits for these fields of study are expected to take place between 2023 and 2024.

As is the case every year, the University held induction sessions for first-year students of all study programmes and formats in early October 2023. The aim of the induction sessions is to help students to integrate into the University community, to understand and facilitate communication with teachers and administration, to consolidate the choice of first-year students and to increase their motivation to study.

**STUDENT SURVEY DATA**

During the reporting year, student surveys were carried out on the quality of subjects and teaching. The aggregated data from these surveys are made publicly available on the University's website, discussed in the Senate and in departments, and individual evaluation data for each teacher are made available to teachers and their department heads. In accordance with EHU internal regulations, the data collected on individual course and teacher evaluations are considered representative only if at least 55% of students participate in the survey. In case the number of respondents does not reach 55%, the data obtained are used for the evaluation of the performance of teachers in specific study programmes, but only as supplementary data. All data from the surveys serve as a kind of primary source for the analysis of the quality of studies and as an indicator of the quality of studies. The results of such surveys, in which a small percentage of students participate, make it possible to diagnose problematic aspects of the teaching of one or another subject and encourage the use of qualitative research methods and other ways of collecting information.

In AY 2022-2023, about 30% of students participated in the surveys for the evaluation of the quality of the study subject, but not all of them were fully completed (26.20% in AY 2021-2022, 15.65% in AY 2020-2021, 10.16% in AY 2019-2020 and 28.92% in AY 2018-2019). There is a slight upward trend in student participation in surveys. The participation of students in surveys varies considerably from one study programme to another, with more active and very passive programmes and courses.

The results of the assessment of study subjects by programme are presented in Table 4.

**Table 4. Summarised results of student feedback survey on teacher evaluation for AY 2022-2023 by programmes (points)\***

Study programme	High-residence	Low-residence	High-residence	Low-residence
	Fall semester		Spring semester	
European Heritage	7,63	-	9,04	-

Visual Design	8,56	8,68	7,74	9,23
World Politics and Economics	8,05	9,55	8,04	9,30
Media and Communication	7,26	8,63	8,45	8,66
Theater Art and Acting	7,85	-	8,32	-
Law	9,08	-	8,72	-
Informatics	5,37	8,43	7,98	8,72
International Law and European Union Law	8,27	8,15	7,64	9,42
Cultural Heritage Development	7,34	-	8,51	-
Visual Plastic Art	-	-	9,88	-
Public Policy	9,92	-	8,11	-
Gender Studies	7,93	-	7,00	-

\*Evaluation scale: 1 -10

Systematised results of the survey on the quality of teaching of the study subjects are presented to the heads of academic departments according to separate criteria and specific student comments.

Feedback data collected from participants of the study process is used by:

- University faculty for the improvement of the content of study subject,
- Senate Study Programme Committee and Administration for continuous quality assurance and improvement of the study programme, analysis of the study programmes to be undertaken,
- Programme (Field) Committees for internal evaluation and improvement of the study programme,
- Teacher's Evaluation Commission for annual evaluation of teachers' performance,
- Academic Support Centre and University Administration for the development of unit and University activities.

It should be noted that the teachers of the study programme participate in decision-making not only as members of the relevant programme committees and departments, but also at various other levels (some of the teachers are members of the Senate, Senate committees, etc.). On the other hand, the main responsibility of teachers in this context is to create and improve the content of their subjects, organise the subject study process, and provide feedback to students.

A student satisfaction survey was also conducted in the AY 2022-2023. The obtained data allowed the university to assess the extent to which the University meets students' expectations and how the quality of the study environment is assessed. Satisfaction with individual components of studies and their environment was assessed. The overall score by which students rated the quality of their studies and their environment was 7.6 points out of 10 possible points in AY 2022-2023 (7.9

points out of possible 10 in AY 2021-2022; 7.99 points out of 10 possible points in AY 2020-2021; 7.43 points out of 10 possible points in AY 2019-2020).

According to the order of the Minister of Education, Science and Sport of the Republic of Lithuania "Regarding the Evaluation of Research and Development and Evaluation of the Arts and Sciences of the Universities and Research Institutions in 2018" (December 4, 2017), European Humanities University is annually participating in the process of evaluation of research and art activities. Taking into account the evaluation requirements, the research carried out at the University and the practical potential of the University faculty to carry out research activities, in 2022 five assessment units were formed at EHU:

- Humanities;
- Social Sciences;
- Arts;
- Theater Art;
- And the natural sciences evaluation unit "EPAM School of Digital Engineering" was formed for the first time.

The essential purpose of these evaluation units is to comprehensively reflect and provide the main data about the scientific and artistic activities carried out at the University for evaluation. The assessment unit of humanities is intended to present the main characteristics of the scientific activities carried out in the fields of philosophy and history. The assessment unit of social sciences is intended to present the main characteristics of the scientific activities carried out in the fields of law, politics and communication sciences. The art assessment unit provides the main characteristics of the art direction of design. The theater art assessment unit presents theater and film art works. With the establishment of the EPAM School of Digital Engineering at the university and the emergence of natural science publications, it was decided to create one more assessment unit - "EPAM School of Digital Engineering" in 2022.

The evaluation procedure of the research (art) activities is performed by the Research Council of Lithuania and is usually performed in the first half of the following year of the year which had been evaluated. Because of this principle research (art) activity results of calendar year 2022 were delivered for the evaluation at the end of April 2023. As a systemised University research (art) activity output results enable to indicate, in 2022 overall 70 research publications (i.e. 11 publications increase from 2021) (38 in Humanities and 32 in Social sciences) had been created. In connection with the direct negative impact of the COVID-19 pandemic works of art from 2020 were evaluated together with the ones created during 2021. The works of professional art created in 2020 were evaluated together with the ones created in 2021. 31 works of art created in the calendar years 2020 and 2021 were submitted for evaluation. Design field artists created and submitted 25 works for evaluation and 6 works were submitted by the newly formed evaluation unit for Theater Art activities (2022). In the calendar year 2022, 38 works of art were created and submitted for evaluation (30 works of design field and 8 works of theater art), i.e. 7 works more than in 2020 and 2021 combined (2018 - 14 and 2019 -17).

The results of the evaluation of science (art) activities presented by the LMT show that, according to the total evaluation points, when evaluating the general situation of the 2017-2022 calendar year, the evaluation indicators continue to grow or remain sufficiently high:



- Humanities: 2017 – 10 points; 2018 – 141 points; 2019 – 177.4 points; 2020 – 190.96 points; 2021 – 670.37 points; 2022 – 221 points;
- Social sciences: 2017 – 51.52 points; 2018 – 46.28 points; 2019 – 138.18 points; 2020 – 103.08 points; 2021 – 158.08 points; 2022 – 149 points.

The increase in points in the evaluation of scientific works was especially significant in 2021 because a large part of the scientific works assigned to the university were Belarusian scientists under threat. According to 2021 the formal evaluation points of works in the field of humanities, per full-time equivalent of the institution's employees, University surpassed all Lithuanian universities and scientific research institutes. These results were achieved thanks to the reform of science (art) activities carried out at the University.

The results of the formal assessment of the university's art works are also growing every year: in 2017 – 14.50 points; in 2018 – 22.80 points; in 2019 – 44.07 points; in 2021 – 79.57 points; in 2022 – 75.40 points. In 2022 the results of the formal assessment of works of art in comparison with 2020-2021 remained at the same level, despite the fact that in 2022 the artworks of two years (2020-2021) were evaluated. A significant change in productivity and quality in science (art) activities was achieved through the further purposeful development of the main areas of activity related to process management, mobility of researchers, internationality, quality of scientific publications and artistic works and greater involvement in science projects identified and singled out in [EHU Science \(Art\) Strategy 2019-2024](#). As of AY 2022-2023 perspective and the implementation of the set priorities for the development of science (art) activities, it can be said that currently 10 of the 16 tasks for improving the situation of science (art) activities, set forth in the EHU Science (Art) Strategy 2019-2024, have already been fully implemented and are being implemented. On 10 May 2023 the EHU Governing Board approved the updated "EHU Strategy 2021-2026", which emphasises the introduction of new study-scientific fields that will complement the current portfolio of EHU study programmes. In response to institutional changes, needs and the development of the portfolio of study programmes, a fundamental update of the Science (art) strategy is planned in AY 2023-2024.

In accordance with the legal requirements related to the principles of organisation of the study process and operational priorities provided for in the "EHU Science (Art) Strategy 2019-2024", science (art) activities are strongly linked to the study programmes operating at the University. Starting from the end of AY 2018-2019 up to 2020, EHU carried out scientific activities in five fields of science (history, philosophy, law, political science, communication and information) and in the field of design art. Thanks to the successful study activity development policy in A 2020-2021 and accreditation of new study programmes, the strategic documents of the University's science (art) activities were filled with new scientific and artistic fields - the field of theater art, the field of sociology and the field of computer technology sciences. The emergence of the latter scientific field is a significant strategic step in expanding the profile of the University's academic activity and responding to the changes taking place in society, creating a prerequisite for conducting natural science studies and a high-quality synergy of humanitarian-social-natural sciences. In the near future, preparations are being made to expand the studies with psychology and economics study programmes and to develop scientific activities in these fields of science. Taking into account the existing needs and challenges, EHU pedagogical-scientific staff is constantly encouraged to achieve higher results of scientific and pedagogical activities in each of the fields of study.

The comprehensively revised and modified system for promoting scientific (artistic) activities in the AY 2022-2023 helps to achieve this, creating the following individual and collective methods of financial support:

- 1) Individual scientific (artistic) activity baskets, intended for teachers' scientific (artistic) activities (publishing publications, conferences, trips, social projects, etc.);
- 2) EHU Seed Fund;
- 3) Publishing budget (for publishing scientific monographs, studies, collections of articles and works of art);
- 4) Research budgets of academic departments.

During the reporting period, a noticeable part of the results of scientific activity was further developed in the following scientific centres and laboratories: Gender Studies Centre, Intersubjectivity and Interpersonal Communication Research Centre (until 2020 - Topos Philosophical Anthropology Centre), Critical Urbanism Laboratory, Constitutionalism and Human Rights Centre, Laboratory of Visual Culture and Contemporary Art Studies (until 2020 - Visual Culture Research Laboratory), Belarus and Regional Research Centre (until 2020 - Belarusian Historical Research Institute).

It is worth noting that EHU research centres are led by distinguished professors, each of whom has accumulated significant experience in scientific activity in their field. The purpose of each centre's activity is not only to initiate and carry out scientific activities, but also to be foci of cooperation between scientists of different scientific fields. The research centres of EHU conduct their activities in a wide field of humanities and social research interests, starting with studies of critical urbanism and contemporary art and ending with studies of law and history.

During AY 2022-2023 **Centre for Constitutionalism and Human Rights** continued to expand cooperation with external partners. As in previous years, in 2023 in the summer, the centre organised the Summer University "Law - Humanity and Technologies", to which speakers and experts from the Konrad Adenauer Foundation, the Council of Europe, the Centre for New Ideas, the Association of Belarusian Journalists, the Belarusian Helsinki Committee and other Belarusian third sector and international organisations were invited. 23 students completed the lecture and discussion course. In 2023 Centre organised 6 scientific seminars on various human rights issues. In 2023 the members of the centre together with their colleagues from other European universities completed the preparation of the first legal dictionary of Latin terms with translation into six European languages existing in the region of the Eastern European space. Support was provided by OSUN.

In AY 2022-2023 the **EHU law clinic** continued to operate at the university. The project "EHU Law Clinic" was launched in December 2020 on student initiative. The reason for the creation of the clinic was the need to improve the practical skills of the students of the Integrated study programme "International Law and European Union Law", as well as to carry out educational and informational work for the Belarusian civil society related to the political crisis and massive violations of human rights in the Republic of Belarus after the presidential elections of the Republic of Belarus, which took place in 2020 August.

In 23-25 February 2023 **Laboratory of Critical Urbanism** in cooperation with Nordic Summer University, CityIndustries Research Network and Experimental Humanities Collaborative Network organised the international symposium "Urban-Industrial Entanglements in Crisis" . The

urban project "Knowledgescapes of Urban Utopias. Monofunctional Cities in Transition" was continued. Scientific article "Platformization of politics in non-democracies: spaces of participatory experiments in Belarus in 2020s" was published. The international scientific seminar "Extractivism and Transitions Research Online Dialogues" was organised together with Halle-Wittenberg University and Durham University. In 22-26 May 2023 the Laboratory of Critical Urbanism organised the event "The Generator Field School" for a group of students from EHU, Arizona State University and Bard College Berlin. This project is a multifaceted, multidisciplinary workshop on energy justice funded by OSUN.

In 2023 researchers of the **Laboratory of Visual Culture and Contemporary Art Studies** prepared the thematic issue of the "Digital Icons" magazine of the University of Leeds (UK) dedicated to the events of 2020 in Belarus and consisting of 14 texts. 6 scientific articles also were published in Lithuanian and foreign peer-reviewed journals. A symposium "Infrastructures and Solidarities Beyond the Post-Soviet Condition" (April 2023); seminar "Decolonizing the curriculum: challenges and perspectives of new research and teaching in film theory and practice", Institute of Democracy - Blinken OSA Archivium, Budapest, (April 2023) were organised. The international conference "RE:FOCUS - Film Heritage Through the De/Post/Anti-colonial Lenses: New Perspectives in Research and Teaching" was organised (June 28-30, 2023), Blinken OSA Archivium, Budapest, HUNGARY). Laboratory scientists participated in as many as 13 international conferences and congresses held in Hungary, Kazakhstan, Poland, Latvia, and Ukraine. In addition, 5 public lectures were given at the Freiburg University Centre, the Museum of Modern Art in Warsaw, the University of the Arts in Berlin and the National Art Gallery in Vilnius. In 2023 Laboratory researchers actively participated in creative projects. Antonina Stebur and Aleksei Borisovok were the curators of the art exhibition organised in the Lithuanian National Art Gallery. Viktorija Kanstantsiuk participated in the Science-Shop project together with the Lithuanian organisation Lengva Plunksna.

In 28-30 September 2023 the **Intersubjectivity and Interpersonal Communication Research Centre** organised the international conference "The Decolonization of Education and Research in Belarus and Ukraine: Theoretical Challenges and Practical Tasks" and the conference "Education for sustainable development in Belarus: from present to future". 3 webinars were also organised together with Leuphana University (Germany). The teachers of the centre published 2 scientific articles in the EHU peer-reviewed journal "TOPOS".

The activities of the reorganised and renewed **Belarus and regional research centre** deserve special attention. In AY 2022-2023 scientists from Belarus, Ukraine, Russia, whose activities are financed by international donors, continued their work in the centre. Taking into account the political situation in Belarus and its imposed sanctions on Belarusian scientists who support the opposition, the Belarusian and regional research centre has become a centre of financial and humanitarian support for these scientists. This initiative created a high-quality synergy of academic teams, which not only helped to respond to the mission of supporting scientists in difficult situations, but also significantly strengthened the potential of EHU scientific activity in the field of historical science. In 6-8 November 2022 the centre organised the scientific conference "Grand Duchy of Lithuania: recent Belarusian studies". The Centre's researchers carried out the following projects: "Lithuania-Belarus. Dialogue on the Past" and "The Belarus Research Network on the Neighborhood Policy", "Monumenta Poloniae Cartographica - Monuments of Cartography of Polish Lands", "Basylians of Lithuanian Province in 1917-1839". In 2023 organised the Summer Democracy Camp, published a collection of scientific articles "CTRL+S". During AY 2022-2023 the staff of the centre

participated in as many as 32 scientific conferences. Two employees of the centre won significant awards: M. Volkau - laureate of the L. Sapieha Prize under the patronage of the President of the Republic of Poland (Nagroda im. Lwa Sapiehy pod honorowym patronatem Prezydenta RP); I. Ramanava - laureate of the International Congress of Belarusian Researchers for the best history monograph.

In AY 2022-2023 research centres together with academic departments realised more than 200 different types of activity results, including publications, reports at conferences, science popularisation activities, projects, etc.

As the most significant activity within the framework of the project "Women in Tech" on 14-15 June 2023, the international conference "Gender and Immaterial Labour" took place. In addition, scientists working on the project gave 8 presentations at various conferences. In AY 2022-2023 project researchers Almira Ousmanova, Uladzislaŭ Ivanoŭ, Antonina Stebur, Andrei Vazyyanau prepared 6 scientific publications, of which 2 have already been published, and the rest have been submitted to the press. In addition to scientific publications, during AY 2022-2023 10 articles were published in non-academic (media and literary) publications promoting gender issues. In addition, these scholars gave 4 public lectures on feminism in Tbilisi and Berlin. Uladzislaŭ Ivanoŭ translated Canadian gender researcher Prof. Sari van Anders' book about the theory of sexual configurations from English into Belarusian and short stories by the Lithuanian writer Marija Lastauskienė (Lazdynų Pelėda) from the Lithuanian into the Belarusian.

During AY 2020-2022 35 Belarusian researchers were admitted to EHU, and this significantly contributed to increasing the scientific potential of the University by publishing significant scientific publications. In AY 2022-2023 Belarusian scientists (D. Liseichykau, E. Hlinsky, A. Mtsuk, S. Shabeltsev) published as many as 3 scientific monographs. In addition, the centre's researchers, together with their Belarusian colleagues, published 2 articles in international scientific journals, 9 scientific publications in peer-reviewed scientific journals.

The results of the activities of University artists in the international space should also be remarked upon and are significant. This is a demonstration of Žydrė Ridulytė's works at the Casa de Vacas Cultural Center, Madrid, Spain; screening of Irina Kodiukova's animation "Dante. Beatrice" at the 4th international festival "The Dumbo Film Festival" in Brooklyn (USA) and the 10th international film and video festival "Alexandre Trauner ART/FilmFestival" in Solnok (Hungary); Julia Titowa's video installation of the Lithuanian Russian Drama Theater play "Dawn of the Gods", shown in Avignon (France); Special mention of Ksenia Shtalenkova's play "Memoria Nominis Clara" in the international list of finalists of the Badenweiler drama competition, Stuttgart (Germany); Demonstration of Victor Martinovich's play "Revolution" in Hamburg (Germany) and others.

EHU professor Ilja Bereznickas was awarded the Lithuanian National Prize for Culture and Art. The state prize is awarded annually for significant contributions and outstanding achievements in the field of culture and art.

During AY 2022-2023 periodical (2 issues per year) scientific journal "Topos" was published. Since 2022, Topos has been indexed in the Scopus database.

## PROJECTS ACTIVITIES

### PROJECTS

During AY 2022-2023 the academic community of the university continued its active activities by initiating and implementing new project initiatives both at the national and regional (Lithuania - Belarus) and international levels. During this period, a number of regional and international projects were implemented, the results of which significantly contributed to the realisation of the University's long-term goals, had a significant positive social impact on the target groups participating in the projects, or directly and effectively solved the problems of individuals (students, teachers, researchers of Belarusian universities) experiencing repression by the Belarusian regime and persecution, that especially intensified after the presidential elections of this country in August 2020. The most important EHU projects are presented in Table 5.

**Table 5. Projects implemented by EHU in AY 2022–2023**

Place of implementation	Total value of the project, EUR	EHU part in the project	Donor	Implementation period
<b>1. Ideas and tools for the development of European cultural heritage in Belarus, Nr. P2021-VB-BA-02</b>				
Vilnius, Lithuania	36 860	Coordinator	Development, Cooperation and Democracy Promotion Programme of the Ministry of Foreign Affairs of Lithuania	2021-03-17 – 2022-11-01
Project aims and results	Promote the European Heritage Label (EHL) in Belarus, identify potential sites in Belarus that could be added to the list of European heritage sites, and develop new strategies for interpreting such sites. The project aims to create preconditions for further integration of Belarus into the European cultural space and to actualize the European dimension of cultural heritage.			
<b>2. University Without Borders - Promoting democratic values and the challenges of disinformation: a distance learning perspective, SLH50021GR3016</b>				
Vilnius, Lithuania, Minsk, Belarus	150 325	Coordinator	U.S. Department of State, federal assistance award	2021-10-18 – 2023-02-17, extended until 2023-08-31
Project aims and results	Promote political, legal and media literacy among representatives of relevant societies (in particular Belarus) by increasing access to higher education through innovative distance learning methods.			
<b>3. Women In Tech, NEAR-TS/2021/428-403</b>				
Vilnius, Lithuania, Minsk, Belarus	300 000	Coordinator	European Commission	2022-01-10 – 2023-11-30
Project aims and results	The project is aimed at attracting women to the IT sector, creating more attractive conditions for women working in the field of high technology, creating a mutual support community and a common learning space. This is a project aimed at promoting research on gender discrimination in the IT sector, increasing the visibility and awareness of the problem.			
<b>4. Erasmus + KA103 European mobility programme, 2021-1-LT01-KA131-HED-000011157</b>				

Place of implementation	Total value of the project, EUR	EHU part in the project	Donor	Implementation period
Vilnius, Lithuania	224 590	Partner	Erasmus + KA3 European mobility programme	AY 2023 – 2025
Project aims and results	Mobility of students (studies and practical training), teachers (teaching and training) and staff (training) with partner countries' universities under the KA103 Erasmus+.			
5. Support of the Ministry of Education, Science and Sport of the Republic of Lithuania for Research and Experimental Development (Non-Economic Activities) for 2023, contract for the use of funds 2023-08-03				
Vilnius, Lithuania	225 000	Beneficiary	Ministry of Education, Science and Sport of the Republic of Lithuania	2023-01-02 – 2023-12-15
Project aims and results	Support of the Ministry of Education, Science and Sport of the Republic of Lithuania for Research and Experimental Development (Non-Economic Activities) in 2023			

#### EHU EMERGENCY FUND

The EHU Emergency Fund, established in 2020 to support Belarusian students and scholars affected by the authoritarian regime in Belarus, continued its successful activities in AY 2022-2023. The main donors of the Fund are currently the Kingdom of Norway and the Republics of Finland and Estonia.

On 11 January 2022, the EHU and the Finnish Ministry of Foreign Affairs signed a support agreement on the provision of financial support to Belarusian students, researchers and teachers who have been subjected to repression by the Belarusian regime. The total amount of the support is 150,000 euros. 50,000 euros have been allocated under this agreement for the AY 2022-2023.

In December 2022, EHU and the Norwegian Ministry of Foreign Affairs signed a support agreement on financial support for socially vulnerable students in Belarus. The funds under this agreement are used to pay social grants to disadvantaged students. The total amount of the agreement is NOK 500 000. The implementation of the contract has been extended for the AY 2023-2024.

The Republic of Estonia also contributes annually to the activities of the EHU Emergency Fund. In 2023, the Government of the Republic of Estonia contributed EUR 50 000 to the Fund.

#### EHU ACTIVITIES WITHIN OPEN SOCIETY UNIVERSITY NETWORK (OSUN)

EHU has started an intensive and full-fledged integration process into OSUN in 2020 by signing an agreement to participate in OSUN activities on 26 August 2020. While the academic partnership between EHU and Bard College (USA) and the Central European University (Austria), the main coordinating institutions of OSUN, has been long established, the signing of the agreement between EHU and OSUN has taken this partnership to a higher level. This step has enabled the University to expand its activities focused on building a democratic and socially responsible society and addressing socially relevant issues. In order to ensure a smooth and productive institutional participation in OSUN activities, the position of institutional coordinator of OSUN activities was created.

During the AY 2022-2023 EHU faculty and students implemented more than 20 OSUN-funded projects. These projects covered a wide range of activities: student mini-projects, student exchange programmes between OSUN institutions, specific study courses focused on the building of democratic societies, and short- and long-term faculty projects. Closely linked to EHU strategic objectives, OSUN's activities have been of particular importance to the University community. In January 2023, EHU signed an agreement (OSUN Multilateral Student Mobility Agreement) allowing students at all levels of education to participate in the exchange programme. Four undergraduate and two postgraduate students won scholarships to study in the autumn semester of the AY 2023-2024.

**OSUN courses.** EHU teachers, who have acquired the necessary knowledge and skills through specialised training, offer EHU students a choice of the following unique OSUN courses: Engaged Citizenship, Freedom of Expression, Global Citizenship, Nations and Nationalism, Social Entrepreneurship, Visual Storytelling for Civic Engagement. Cooperation with Princeton University (USA) continues: EHU Professor A. Kalbaska teaches an individual elective course "History Since 1300" for EHU students;

**EHU Student Debate Club.** It brings together students, faculty and staff of the University. The aim of the club is to promote a culture of debate and critical thinking, as well as to strengthen community ties and encourage active citizenship. The EHU Debate Club was founded in 2017 by students Diana Planida and Bruno Tanda, with the support of the EHU Student Affairs Office and Bard College (USA). The coordinator of the EHU Debate Club from 2018 until now is Mariia Laktionkina. During the AY 2022-2023, the number of members of the EHU Debate Club has grown and the quality of activities and events has improved. The club currently consists of around 60 active members, including debaters and former students involved in various activities. The main activities of the club are meetings, trainings, practice sessions, tournaments (held in France, Hungary, Estonia, Latvia, the Netherlands, Austria, Kyrgyzstan and other countries). Regular public debates on topical issues are also organised with well-known guests.

The EHU Debating Club actively contributes to the implementation of the EHU Third Mission, providing services to the public and working with external users and partners: in 2023 EHU Debate Club coordinator Mariia Laktionkina has become an associate member of the faculty of the Institute for Writing and Thinking at Bard College; Anna Shkilenok, a third-year student and member of the Debate Club, has become a course assistant in the OSUN Global Citizenship Network course and teaches the art of argumentation to the students; and the members of the debate club share their experiences and transfer their debating skills to the students in 5-6th grade.

**Experimental Humanities Collaborative Network (EHCN).** The University's participation in this project is the initiative of EHU lecturer S. Liubimau. The main objective of the project is to explore the impact of new technologies on the humanities and related issues. The project activities are divided into three phases to be implemented over the next three years. The implementation of the project is taking place at different levels: institutional, faculty and student.

The following activities have been implemented at the university under the EHCN programme during AY 2022-2023:

- Symposium "Urban-Industrial Entanglements in Crisis", coordinated by Siarhei Liubimau, February 2023;

- Seminar "Others as creators of new perceptions of heritage", coordinated by Alina Kalachova, May 2023;
- "Retrospective" - EHU Student Film Festival, coordinated by Lizaveta Yehrashyna, May 2023;
- art installation POYMA, coordinated by Kseniya Lukashenia, May 2023.

Additionally, with the support of the EHCN, the following courses were initiated and implemented in AY 2022-2023:

- "The Generator" course (S. Liubimau, J. Ruchter, A. Lisiak), Spring semester of the AY 2022-2023;
- "Theory of Experiment: Laboratory and City" (S. Liubimau, A. Desai), Spring semester of the AY 2022-2023;
- Summer School on "Platformization of politics in non-democratic countries: Belarus in the 2020s and a comparative perspective" (coordinator: S. Liubimau).

**Threatened Scholars Initiative.** From 2021 onwards, EHU is an active participant in this programme coordinated by the Central European University. The programme provides comprehensive support to scholars and artists in various situations of peril. In the light of the political developments in Belarus, EHU involvement in this programme is crucial for the implementation of the University's strategic objectives. During AY 2022-2023, 12 scholarships were awarded under this programme.

**The Science Shop** project, in which EHU participates, was launched in 2021. It is a project initiated by the EHU Department of Humanities and Arts in cooperation with the Central European University. The main objective of this project is to promote students' active involvement in solving socially relevant problems. The project aims to create an effective synergy between the research carried out by the University's students and the needs of NGOs. A new phase of the project has been launched for the AY 2022-2023, involving Lithuanian civil society actors, Belarusian civil organisations relocated to Lithuania, Poland and Georgia, other public cultural and educational organisations, and research centres, regardless of their location or country of activity. During AY 2022-2023 12 such projects have been successfully implemented and 4 more will be continued in autumn 2023.

**OSUN International Conference "Get Engaged-2023".** From 27 June to 4 July 2023, EHU students K. Medvidz, M. Piotrovich and N. Kavaleuski participated in the annual OSUN Student Annual Conference "Get Engaged-2023" in Budapest, Hungary. This 10th anniversary conference brought together 68 students and related staff from 20 OSUN partner institutions

In addition to the above-mentioned activities, a number of smaller projects, both individual and group, were organised during the reporting year. Some of these projects are currently awaiting approval of financial support. Significant progress has been made in the involvement in OSUN funded activities for the AY 2022-2023. The University's high quality involvement in inter-institutional projects and initiatives is an important factor in expanding the range of social and academic activities at EHU. The further development of this area therefore logically becomes one of the University's strategic objectives.



## SUPPORT FOR STUDENT ACTIVITIES AND INITIATIVES

In AY 2022-2023 students returned to classrooms and all Covid restrictions were lifted. Russia's offensive strike against Ukraine continued and affected the political landscape of the whole region. The war led to an increase in the number of students from Ukraine. They came with new ideas, activities and projects. At the same time, students from Belarus found it more difficult to obtain documents to come to Lithuania, which required additional action by the EHU Student Services Unit. A number of laws were passed in Lithuania that made it almost impossible for students from Russia to enter the country.

During the reporting period, the EHU Student Services Unit carried out its traditional functions with new tasks. Assistance was provided to EHU students living in Vilnius on dormitory and visa issues, advice on obtaining students' personal data and other legal issues, and mediation on medical assistance. A search was carried out and a contract was concluded with a new student dormitory. The three-star Karolina Hotel in Vilnius has been transformed into a cosy accommodation for over 300 students. A new psychologist has taken up their duties, providing online and offline counselling.

## STUDENT PROJECTS AND CIVIC ENGAGEMENT

Nearly 30 different student projects in various fields have been supported during the AY 2022-2023. The total amount of support amounted to €3 600. The projects were implemented in the following areas among others: interest clubs, exhibitions, development of computer games and applications.

Students also implemented the EHU IT HUB project, which received financial support from the University. The project focuses on the development of various software solutions that can be used by the University. The whole IT product development cycle is explored, from concept to final product support. The SKETCH project has gone beyond the borders of the University and has created caring artists in Vilnius and beyond.

In addition to the projects, the students organised a wide range of meetings and events. There were regular film screenings, a board game club, and meetings where the history of music was discussed. Students from Ukraine organised a Ukrainian culture club. City activities inspired by Max Frei's novels brought together an audience not only of EHU students but also of various expatriates coming to Vilnius.

Students have organised several charity events in support of Ukraine related to the Civic Engagement activities. They also collected items and supplies for victims of the earthquake in Turkey. Free language courses for refugees were organised and various volunteering activities in Lithuania were organised. Events included the "Night of the Punished Poets" with Belarusian activists in Vilnius, the 25th of March (Freedom Day) event and activities related to the anniversary of the Chernobyl tragedy organised with the NGO Ecodom (exhibition of students' works, performance).

Students organised and hosted the international student film festival "Retrospective". They initiated and carried out the reform of the student self-government, updating its legal status and

statutes. The members of the Student self-government started to participate more actively in the life of the University, to make student proposals and to take part in decision-making processes.

## STUDENT CAREER CENTER

The EHU Student Career Centre continued its activities in AY 2022-2023 with various lectures and seminars. During the project "Women's Leadership" (coordinated by E. Rabkina), the participants went through all the stages of the project, from the idea, to fundraising, to working on mistakes and creating long-term projects. A course on physical theatre was organised. During the course, the students created a play which was performed on the stage of Vilnius Old Theatre. In the summer, a "Blogging School" was organised to introduce students to modern money-making opportunities through social networks and blogs. There were also lectures on writing cover letters and interviewing professionals.

Traditionally, in May 2023, an intensive Soft Skills Camp took place: a 3-day training course for students in a picturesque area near Vilnius, where lectures were given by one of the co-founders of the Volna portal, environmental activists and a psychologist. The aim of the camp was to improve project development and civic engagement skills.

In June, a large-scale event "EHU FEST" was organised in cooperation with the EHU Communication and Marketing Unit, combining a career fair (with the participation of more than 10 different companies and public associations), a public debate, and a music concert with the popular Belarusian band Navi Band. The event was financially supported by the US Embassy in Lithuania.

## STUDENT PARTICIPATION IN INTERNATIONAL ACTIVITIES AND INSTITUTIONAL COOPERATION

During the reporting period, EHU students were actively involved in international activities, as they do every year:

- European Youth Parliament sessions in Strasbourg (spring 2023);
- The international conference "Get Engaged-2023" in Budapest, organised by Bard College and OSUN (summer 2023);
- A series of international scientific and creative conferences. Theatre students have participated in the International Student Theatre Festival and the Debating Club has regularly participated in various competitions.

## SCHOLARSHIPS

In AY 2022-2023 EHU provided financial support for students to ensure equal study and educational opportunities for young people in Belarus. Socially disadvantaged students have also had the opportunity to benefit from financial support, and this year support was also provided to Ukrainian students. During this period, EHU provided more than €160,000 in financial support to students in the form of scholarships, including incentive and social scholarships.

## COMMUNICATION

In 2022, EHU achieved a significant achievement and ranked second among the five Lithuanian private universities, according to a [national ranking published in Reitingai](#) magazine. This recognition is a testament to EHU commitment to academic excellence and its growing influence in the education sector. In addition, between October 2022 and September 2023, [EHU Instagram](#) audience grew significantly, with a notable 17% increase in followers. This growth was not only quantitative, but also reflected in higher audience engagement, highlighting the effectiveness of the EHU online presence.

From summer 2023, EHU expanded its outreach to prospective students through TikTok, a move that yielded results in just three months. [EHU TikTok](#) account has attracted an impressive 7,616 followers, 570,000 likes and the most popular video has received 1.4 million likes. This innovative approach to student engagement shows that EHU is determined to stay at the forefront of new platforms. As part of the AY 2021-2022 and AY 2022-2023 admissions campaigns, EHU has significantly increased the number of one-to-one counselling sessions for prospective applicants, with the number of counselling sessions provided increasing by a factor of 2.5. This has not only improved communication with applicants, but has also provided valuable feedback to continuously improve the University's services.

In addition, EHU strategic placement of advertising on social networks as part of the AY 2022-2023 admissions campaign has extended EHU reach beyond Belarus and Russia and successfully attracted an audience from Kazakhstan. Over the last five years, EHU has seen a significant doubling of applications, a testament to its commitment to excellence and innovation in higher education.

In June 2023, the Communications and Marketing Unit, together with the Student Services Unit, organised [EHU FEST](#) in the University Courtyard. The festival included a career fair with Belarusian and local companies, academic discussions and a musical performance by the Belarusian band "NAVI BAND". For the AY 2022-2023 admissions campaign, the Communication and Marketing Unit, together with students, developed @EHUSupportBot, a tool for prospective students to get automated answers to admission questions. During the admissions campaign launched on 24 April, EHU launched admissions to 7 Bachelor (high-residence and low-residence), 5 Master (blended) and one PhD programmes, covering a wide range of social sciences and humanities. The main admission process closed on 10 July with a total of more than 800 applications. Due to the high demand, which persisted beyond the main intake, an additional intake period was opened from 1 August to 20 August, during which around 170 more applications were received.

Following the admissions campaign, 639 applicants from 11 countries were admitted to the first year: the majority of them were Belarusian nationals (79%). In addition, citizens of Azerbaijan, Estonia, Italy, Kazakhstan, Kyrgyzstan, Lebanon, Lithuania, Nigeria, Russia, Lithuania, Kyrgyzstan, Russia and Ukraine joined the University community. It should be noted that national security policies are making it increasingly difficult to attract students from Russia, as citizens from this country are not granted visas and residence permits in Lithuania.

For the second year in a row, EHU has recorded record growth in student numbers. In 2022, the year of the University's 30th anniversary, EHU welcomed 631 new students.

Among the most in-demand study programmes this year were Visual Design with 94 students, Media and Communication with 144 and Informatics (a programme implemented in cooperation with the EPAM School of Digital Engineering.) - 201.

## BUDGET AND FINANCES

### EHU FINANCING AY 2022-2023

During the reporting period, the University's activities were funded by donor contributions, funds from the Government of the Republic of Lithuania and targeted support for Belarusian students and researchers from the governments of Estonia and Norway.

At the end of 2020, the EHU Emergency Fund was established to support Belarusian students and researchers affected by the authoritarian regime in Belarus. The Republic of Lithuania, the Kingdom of Norway and Denmark, the Republics of Finland and Estonia, and Sweden have reacted quickly to the difficult situation of students and researchers in Belarus and have become the main donors of this fund. Funding from the Kingdom of Norway €50 000, the Finnish MFA €50 000 and the Estonian MFA €50 000 has been received for the AY 2022-2023.

In order to effectively and co-ordinately manage donor contributions, in at the beginning of 2022 the EHU Multi-Donor Trust Fund (EHU Trust Fund) was established. The EHU Trust Fund is administered by the Lithuanian Central Project Management Agency (CPMA). The EU signed an agreement with CPMA on the contribution to the EHU Trust Fund, which enabled the EHU Trust Fund to start operating from February 2022. In March 2022 the EHU trust fund began to fulfil the function of financing the University's activities. CPMA is also responsible for the management of the donor oversight structure, the implementation, monitoring and financial control of the allocation of funds to the EHU and reporting to donors and support for the implementation of the EHU 2021–2026 action plan. For this purpose, the EU allocated funds for ad hoc technical assistance to EHU in the same contract with CPMA. CPMA finances EHU and ensures the stability of financial flows in the short term.

Funding is carried out based on EHU annual work plans and the approved budget for the implementation of those plans. The main attention is paid to the requirements of the Lithuanian higher education institution, quality assurance and EHU accreditation, university management; for research and innovation, internationalisation, building partnerships with external stakeholders, accounting and financial management, human resources planning and management.

The balance of the EHU Trust Fund at the beginning of the reporting period amounted to EUR 1 086 728. For the financing of the University's activities, EUR 3 132 494 was received during the reporting year, EUR 3 333 623 was used to cover the running costs of the University, with a balance of EUR 885 599 as at 30 September 2023.

According to the EHU budget for the AY 2023-2024 approved by the Governing Board meeting on September 22, 2023, the need for external funding for the next financial year will amount to EUR 4.9 million. In the assessment of the management of the University, there are no doubts about the solvency of the institution and its ability to continue its activities in the next financial year.

### BUDGET IMPLEMENTATION RESULTS FOR AY 2022-2023

The annual work plan and budget of the university for AY 2022-2023 was divided into 4 blocks, taking into account the insights of the stakeholders and reviewing the activities related to the set goals. In order for EHU to have a stronger financial foundation and move towards sustainability,

the number of students at the University needs to be increased significantly. There is a need to further strengthen the University's research activities so that EHU research centres can use effective internal mechanisms and resources to support research staff in carrying out research activities, preparing applications for research funding and managing research projects. There is also a need to reform and strengthen management and administrative structures and procedures. The contents of the work plan and the approved annual budget reflect the proposal to increase the funding provided by the donor community, and the transition to the four activity block funding model (instead of the main funding model used until now) was also planned. For the AY 2023-2024 EHU budget expenses were planned to increase by about 40.7 %, i.e. by about 1.93 million euros.

Analysing expenses by individual blocks, it is clear that the growth of expenses was planned in each block, and the largest relative increase was planned in block 2 - Scientific research, innovation and political activity. The budget for the AY 2022-2023 reflected the main priorities of the university – to strengthen the educational capacity by creating new study programmes and providing the necessary personnel to meet the growing needs of students, and at the same time create more favourable conditions for the targeted increase in the number of students; to strengthen the research capacity of the university by allocating the necessary time of the academic staff for studies and research, based on the policy prepared in accordance with the recommendations approved by the order of the Minister of Education, Sports and Science; reform and strengthen management and administrative structures and procedures; and to focus on the activities of the third mission related to the main mission of the EHU.

In fact the budget for AY 2022-2023 was fulfilled by 93.4 %. A deviation of the budget costs amounted to EUR 445 945. The costs incurred by the University were lower, as not all activities planned in the annual work plan were fully implemented. A detailed budget implementation report is presented in Table 6.

**Table 6. Budget implementation report**

EXPENDITURES	2021/2022 budget	2021/2022 fact	Deviation nominal (C-B)	Implementation %	2022/2023 budget	2022/2023 fact	Deviation nominal (G-F)	Implementation %	Deviation nominal (F22-F23)	Deviation (F22-F23) %	Pastabos Nr.
<b>Block 1. Teaching and learning</b>	<b>2,538,440</b>	<b>2,149,695</b>	<b>(388,746)</b>	<b>-15%</b>	<b>3,347,081</b>	<b>2,828,159</b>	<b>(518,922)</b>	<b>-16%</b>	<b>678,464</b>	<b>31.6%</b>	<b>1</b>
Teachers, including their mobility expenses	1,200,782	1,033,083	(167,699)	-14%	1,647,889	1,458,192	(189,697)	-12%	425,110	41.1%	
Academic administrative and support staff	666,559	592,872	(73,686)	-11%	865,262	728,504	(136,758)	-16%	135,632	22.9%	
Development, Recruitment, Student Service	162,100	142,456	(19,644)	-12%	237,400	197,872	(39,528)	-17%	55,415	38.9%	
Library Operation and Collection Development	33,000	23,563	(9,437)	-29%	33,000	26,213	(6,787)	-21%	2,650	11.2%	
Financial support to students	476,000	357,720	(118,280)	-25%	563,530	417,378	(146,152)	-26%	59,657	16.7%	
<b>Block 2. Research, innovation and policy outreach</b>	<b>1,090,261</b>	<b>723,260</b>	<b>(367,001)</b>	<b>-34%</b>	<b>1,184,399</b>	<b>931,753</b>	<b>(252,646)</b>	<b>-21%</b>	<b>208,499</b>	<b>28.8%</b>	<b>2</b>
Scientists salaries	504,183	441,188	(62,995)	-12.5%	664,873	574,564	(90,309)	-13.6%	133,376	30.2%	
Academic administrative and support staff	306,216	254,088	(52,128)	-17.0%	370,826	312,216	(58,610)	-15.8%	58,128	22.9%	
Conferences and research activities, staff training, IR travelling, PhD defences, etc.	259,862	11,866	(247,996)	-95.4%	128,700	29,894	(98,806)	-76.8%	18,029	151.9%	
Printing books and publication journals	20,000	16,118	(3,882)	-19.4%	20,000	15,079	(4,921)	-24.6%	(1,039)	-6.4%	
<b>Block 3. Governance, administration and resources</b>	<b>1,260,952</b>	<b>1,142,955</b>	<b>(117,997)</b>	<b>-9%</b>	<b>1,448,693</b>	<b>1,400,492</b>	<b>(48,201)</b>	<b>-3%</b>	<b>257,536</b>	<b>22.5%</b>	<b>3</b>
General administration	610,848	626,269	15,421	3%	693,447	824,438	130,991	19%	198,169	31.6%	
Operations	545,104	446,354	(98,751)	-18%	650,246	534,312	(115,934)	-18%	87,958	19.7%	
Expenses for Belarus infrastructure	80,000	69,294	(10,706)	-13%	80,000	25,873	(54,127)	-68%	(43,421)	-62.7%	
GB and Mgmt expenses	25,000	1,039	(23,961)	-96%	25,000	15,869	(9,131)	-37%	14,830	1427.5%	
<b>Block 4. Third mission activities</b>	<b>622,089</b>	<b>732,478</b>	<b>110,389</b>	<b>18%</b>	<b>704,760</b>	<b>1,076,763</b>	<b>372,003</b>	<b>53%</b>	<b>344,285</b>	<b>47.0%</b>	<b>4</b>
Center for Constitutionalism- Justice Hub	110,000	109,891	(109)		77,500	74,976	(2,524)	-3%	(34,914)	-31.8%	
Support the Hub's development through the work of the Business Development team to be established under the Action Plan.	30,000		(30,000)		30,000	-	(30,000)				
Support the Centre's development through the work of the Business Development team to be established under the Action Plan.	30,000		(30,000)		30,000	-	(30,000)				
Projects carried out through university	452,089	622,587	170,498	38%	567,260	1,001,786	434,526	77%	379,199	60.9%	
<b>TOTAL expenditures in cash</b>	<b>5,511,743</b>	<b>4,748,388</b>	<b>(763,355)</b>	<b>-14%</b>	<b>6,684,933</b>	<b>6,237,167</b>	<b>(447,766)</b>	<b>-7%</b>	<b>1,488,779</b>	<b>31.4%</b>	
Capital fund 5%	47,946	61,827	13,881		80,996	82,817	1,821		20,990	33.9%	5
<b>TOTAL expenditures</b>	<b>5,559,689</b>	<b>4,810,215</b>	<b>(749,474)</b>	<b>-13%</b>	<b>6,765,929</b>	<b>6,319,984</b>	<b>(445,945)</b>	<b>-7%</b>	<b>1,509,769</b>	<b>31.4%</b>	
REVENUES	2021/2022 budget	2021/2022 fact	Deviation nominal (F-B)	Implementation %	2022/2023 budget	2022/2023 fact	Deviation nominal (F-B)	Implementation %	Deviation nominal (F22-F23)	Deviation (F22-F23) %	Pastabos Nr.
Students tuition fees	958,916	1,264,851	305,935	32%	1,619,916	1,691,942	72,026	4%	427,091	33.8%	6
Donors	3,962,684	2,738,433	(1,224,251)	-31%	4,325,223	3,479,991	(845,232)	-20%	741,558	27.1%	7
EHU Trust Fund ( CPMA)/EU Delegated funds 20/21	2,400,000	1,059,184	(1,340,816)	-56%	4,219,223	3,333,624	(885,599)	-21%	2,274,440	214.7%	
Sweden government delegated funds	1,282,684	1,333,512	50,828	4%			-				
Lithuanian government delegated funds (MFA)	200,000	200,000	-	0%			-				
Lithuanian government delegated funds (MSES)/ research activities	80,000	145,736	65,736	82%	106,000	146,367	40,367	38%	630	0.4%	
<b>Third mission activities (incl. projects carried out through university)</b>	<b>452,089</b>	<b>624,083</b>	<b>171,994</b>	<b>38%</b>	<b>567,260</b>	<b>1,001,786</b>	<b>434,526</b>	<b>77%</b>	<b>377,703</b>	<b>60.5%</b>	<b>8</b>
Revenues from student accommodation	186,000	182,848	(3,153)	-2%	253,530	165,998	(87,532)	-35%	(16,850)	-9.2%	
Fixed assets impact on revenues						(19,734)			(19,734)		
<b>TOTAL</b>	<b>5,559,689</b>	<b>4,810,215</b>	<b>(749,474)</b>	<b>-13%</b>	<b>6,765,929</b>	<b>6,319,984</b>	<b>(445,945)</b>	<b>-7%</b>	<b>1,509,769</b>	<b>31.4%</b>	
<b>TOTAL revenues in cash</b>	<b>5,559,689</b>	<b>4,810,215</b>	<b>(749,474)</b>	<b>-13%</b>	<b>6,765,929</b>	<b>6,319,984</b>	<b>(445,945)</b>	<b>-7%</b>	<b>1,509,769</b>	<b>31.4%</b>	

## COSTS

The financial plan provided for the following allocation of costs according to 4 blocks of set activities:

Block 1. Teaching and learning – 49.5%;

Block 2. Scientific research, innovation and policy dissemination – 17.5%;

Block 3. Management, administration and resources – 21.4%;

Block 4. The activity of the third mission – 10.4%.

On 30 September 2023, the structure of actually incurred budget costs according to 4 blocks of set activity was as follows:

Block 1. Teaching and learning – 44%;

Block 2. Scientific research, innovation and policy dissemination – 14%;

Block 3. Management, administration and resources – 22%;

Block 4. The activity of the third mission – 20%.

The notes that should be pointed out are as follows:

**Note 1** (Block 1. Teaching and learning). The costs of this block amounted to 16% less than predicted in the financial plan. The most obvious deviations were obtained: costs incurred in the part of teachers' salaries amounted to EUR 189 697 less, costs incurred in the part of academic administration salaries amounted to EUR 136 758 less and in the part of financial support for students – EUR 146 152 less.

Lower costs in the part of teachers' salaries were incurred due to the actual lower annual bonus paid to teachers in the amount of EUR 22 972 compared to the budgeted amount (not all teachers achieved the set annual goals according to the valid EHU motivational procedure), and the rest of the savings were obtained due to the actual lower number of teacher positions (5.28 full-time positions less) than was planned in the financial plan (plan 111.28 full-time positions, fact 106 full-time positions). The block's share of these costs is 0.7.

The salary costs of the academic administration were lower, as the 7 additional staff positions planned in the annual work plan were not employed. The total planned expenses amounted to EUR 187 909 per year, and the share for Block 1 was 1 full-time position x 0.7 (vice-rector 1 full-time position, lifelong learning centre coordinator 1 full-time position, 2 curator positions, communication and cooperation coordinator 2 full-time positions, alumni and visa specialist 1 full-time position).



The costs of financial support for students were lower, because factually less departmental scholarships were paid out to students than was planned (planned EUR 563 530 EUR, paid EUR 417 378 EUR).

**Note 2** (Block 2. Research, innovation and policy dissemination). The costs of this block amounted to 21% less than predicted. The most obvious deviations were obtained: costs incurred in the part of salaries of teachers and researchers amounted to EUR 90 309 less, costs incurred in the part of academic administration salaries amounted to EUR 58 610 less and in the part of costs of conferences and research activities – EUR 98 806 less. Lower costs in the salaries of teachers and researchers were incurred due to a lower number of teacher positions (5.28 fewer positions) than was planned in the financial plan. The block's share of these costs is 0.3.

The salary costs of the academic administration were lower, as the 7 additional staff positions planned in the annual work plan were not employed. The total planned expenses amounted to EUR 187 909 per year, and the share for Block 1 was 1 full-time position x 0.3 (vice-rector 1 full-time position, lifelong learning centre coordinator 1 full-time position, 2 curator positions, communication and cooperation coordinator 2 full-time positions, alumni and visa specialist 1 full-time position).

The costs of conferences and scientific research activities were significantly lower than planned, mainly due to the non-implementation of the following activities of block 2 provided for in the annual work plan:

- Involvement of MediaHub in the development of research platforms for the dissemination of legal and political knowledge - EUR 15 000;
- Establishment of a virtual research laboratory "Digital Society" - EUR 42 000;
- Establishment of a joint social sciences and IT fund with at least 2 projects started in the first year - EUR 20 000;
- Conferences, research and training activities - EUR 59 600.

**Note 3** (Block 3. Management, administration and resources). The costs of this block amounted to 3% less than predicted in the financial plan. The most obvious deviations were obtained due to the cost savings of software and hardware development in the amount of EUR 79 739. Development was abandoned in 2022-2023, because it was decided to perform an analysis of the IT programs available at the University and to determine the possibility of their integration into an integrated management and reporting system in AY 2023-2024.

**Note 4** (Block 4. The activity of the third mission). The costs of this block amounted to 53 % more than predicted in the financial plan. During the reporting period, the activities of other projects implemented by the University increased in the amount of EUR 372 003. In AY 2022-2023 the academic community of the university continued its activities by initiating and implementing new project initiatives both at the national and regional (Lithuania - Belarus) and international levels. During this period, a number of regional and international projects were implemented, the results of which significantly contributed to the implementation of the university's long-term goals, had a significant positive social impact on the target groups participating in the projects, or directly and effectively addressed the problems of individuals (students, teachers, researchers of Belarusian

universities) experiencing repression by the Belarusian regime and persecution, especially intensified after of the presidential elections of this country in August 2020.

**Note 5** (Capital endowment 5%). With the consent of the university's main donors, from AY 2021-2022 the university started forming the capital endowment in the amount of 5% from tuition fees. At the end of the reporting period, this fund amounted to EUR 82 817, in total EUR 158 300 from 2021. The capital endowment gives the University the flexibility to meet immediate needs and provides the necessary resources for a better working environment, better learning conditions and greater opportunities for development and success.

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## INCOME

The financial plan forecasted subtotal operating income from the following sources: 63.9% from EHU external funds (from donors); 23.9% tuition fees and tuition-related income; 8.4% income from other small-scale projects implemented by the University; 3.7% income related to student dormitories.

As of 30 September 2023, the actual operating income structure in the implemented budget was as follows: 55.0% EHU external funds (from donors); 26.7% tuition fees and tuition-related income; 15.8% income from other small-scale projects implemented by the University; 2.5% income from renting student dormitories.

The notes that should be pointed out are as follows:

**Note 6** (Tuition related and other income): in AY 2022-2023, the amount collected in tuition fees and tuition-related income increased by 33.8% from EUR 1 264 851 to EUR 1 691 942 in comparison with previous year. This growth was caused by the increase in the number of students mainly due to the possibility for Belarusian students to transfer to EHU from other Belarusian universities. In total during AY 2022-2023 the support provided by donors for tuition fees for repressed students from Belarus amounted to EUR 127 559, and 83 students received it.

**Note 7** (Funding-donors). This line shows accounting funds received from donors through EHU Trust Fund (CPMA) and funds delegated by the Ministry of Education, Science and Sports of the Republic of Lithuania.

The use of funds and balances are shown in Table 7.

The funds allocated by the Ministry of Education, Science and Sports of the Republic of Lithuania for the reporting period amounted to EUR 201 000. During the reporting period, EUR 146 367 was used. The balance of these funds is EUR 54 662 and will be used until 15 December 2023 for the financing of the academic budget of AY 2023-2024.

In order to effectively manage and coordinate donor contributions, at the beginning of 2022 the EHU Multi-Donor Trust Fund (EHU Trust Fund) was established. The EHU Trust Fund is administered by the Central Project Management Agency (CPMA) in Lithuania. The EU signed an agreement with CPMA on the contribution to the EHU Trust Fund, which enabled the EHU Trust Fund to start operating from February 2022. From March 2022 the EHU Trust Fund began to fulfil the function of financing the University's activities. CPMA is also responsible for the management of the

donor oversight structure, the implementation, monitoring and financial control of the allocation of funds to the EHU and reporting to donors and supporters for the implementation of the EHU Action plan for 2021-2026. For this purpose, the EU allocated funds for ad hoc technical assistance to EHU in the same contract with CPMA. CPMA finances EHU and ensures the stability of financial flows in the short term. Funding is carried out based on EHU annual work plans and the approved budget for the implementation of those plans. The main attention is paid to the requirements for the Lithuanian higher education institutions, quality assurance and EHU accreditation, university management; for research and innovation, internationalisation, building partnerships with external stakeholders, accounting and financial management, human resources planning and management. The balance at the beginning of the reporting year was EUR 1 086 728. The university used EUR 3 333 624 for day-to-day activities, and the remaining balance on 30 September 2023 amounted to EUR 885 599.

**Table 7. The main balances of the amounts used from donors for financing typical university activities in the AY 2022–2023 as of 30 September 2023**

CHANGE IN THE AMOUNTS OF DONOR FUNDING DURING THE REPORTING PERIOD (Eur)						
No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
<b>1.</b>	<b>State budget</b>	<b>29</b>	<b>201 000</b>	<b>146 367</b>	<b>54 633</b>	<b>54 662</b>
1.1	Funds allocated by the Ministry of Education, Science, and Sports of the Republic of Lithuania for funding of the University's research activities	29	201 000	146 367	54 633	54 662
<b>2.</b>	<b>Municipal budgets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>3.</b>	<b>Other sources</b>	<b>1 086 728</b>	<b>3 132 494</b>	<b>3 333 623</b>	<b>-201 129</b>	<b>885 599</b>
3.1	EHU Trust Fund (CPMA)	1 086 728	3 132 494	3 333 623	-201 129	885 599
<b>4.</b>	<b>Total:</b>	<b>1 086 757</b>	<b>3 333 494</b>	<b>3 479 990</b>	<b>-146 496</b>	<b>940 261</b>

**Note 8** (Income from other ongoing small-scale projects implemented by the University - Table 8). The line includes grants that were drawn down for implementation of special-purpose projects in the University. In AY 2022-2023, the total amount of funds used to finance projects implemented by the University amounted to EUR 1 001 786. In the reporting period, the largest part of these operating incomes, EUR 233 287, was made up of funds intended for the mobility of students

and employees under the Erasmus program and funds allocated by the Education Exchanges Support Foundation.

**Table 8. Changes in the amounts of targeted funding during the reporting period**

<b>CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)</b>						
<b>No</b>	<b>The source of targeted funding</b>	<b>Balance as at the beginning of the reporting period</b>	<b>Obtained over the reporting period</b>	<b>Drawn down over the reporting period</b>	<b>Change in the amounts receivable</b>	<b>Balance as at the close of the reporting period</b>
1	2	3	4	5	6	7
<b>1.</b>	<b>State budget</b>	<b>25 146</b>	<b>-25 146</b>	<b>0</b>	<b>-25 146</b>	<b>0</b>
1.1	<b>Lithuanian Government delegated funds via Sida for funding of the University's activities</b>	<b>25 146</b>	<b>-25 146</b>	<b>0</b>	<b>-25 146</b>	<b>0</b>
1.1.1	Support for Belarusian students and researchers	25 146		25 146	-25 146	0
1.1.2	Support for Belarusian students recognized as EHU income for science research		-25 146	-25 146	0	
<b>2.</b>	<b>Municipal budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3.</b>	<b>Other sources</b>	<b>634 969</b>	<b>955 331</b>	<b>982 051</b>	<b>-26 719</b>	<b>608 250</b>
<b>3.1</b>	<b>Education exchanges support foundation, Erasmus mobility programme, financing of master's degree students' tuition fees and scholarships, in that number under the agreements:</b>	<b>181 470</b>	<b>295 929</b>	<b>233 287</b>	<b>62 641</b>	<b>244 111</b>
3.1.1	AM-2021-LT-1818 AM-2021-LT-1818	2 820		1 650	-1 650	1 170
3.1.2	2021-1-LT01-KA131-HED-000011157	22 311	13 049	19 711	-6 662	15 649
3.1.3	2022-1-LT01-KA131-HED 000056861	44 792	5 428	45 167	-39 739	5 053
3.1.4	2019-1-LT01-KA107-060248	0	-14 445	-14 445	0	0
3.1.5	2019-1-LT01-KA103-060210/01	8 086	0	2 344	-2 344	5 742
3.1.6	2017-09.3.1-ESFA-V-709-01-0003-SU-27/07	0	15 027	1 791	13 236	13 236
3.1.7	2021-ESFA-V-709-01-0003 SU 27/08	10 000	0	0		10 000
3.1.8	2019-27/09 ESF-V-709-01-0003 SU-27/09 ESF	6 732		3 992	-3 992	2 740
3.1.9	2020-1-LT01-KA103-077470	32 460	1 562	16 920	-15 358	17 102

**CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)**

No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
3.1.10	2020-1-LT01-KA107-077738	23 778	21 708	26 481	-4 773	19 005
3.1.11	AIMED lenku	1 189	0	0	0	1 189
3.1.12	MS-2021-LT-1836	0	15 040	15 040	0	0
3.1.13	MS-2022-LT-1911	12 510	23 720	36 050	-12 330	180
3.1.14	2022-1-LT01-KA171-HED-000096118	14 452	0		0	14 452
3.1.15	AM-2022-LT-1909	2 340	1 620	3 960	-2 340	0
3.1.16	2023-1-LT01-KA171-HED-000141580		22 211		22 211	22 211
3.1.17	2023-1-LT01-KA131-HED-000127479		179 672	74 626	105 046	105 046
3.1.18	MS-2023-LT-1964		11 337		11 337	11 337
<b>3.2</b>	<b>BARD college, micro grants for students' projects</b>	<b>793</b>		<b>0</b>	<b>0</b>	<b>793</b>
<b>3.3</b>	<b>Ministry of Foreign Affairs of Estonia, support for Belarusian students and researchers</b>	<b>50 000</b>	<b>50 000</b>	<b>63 431</b>	<b>-13 431</b>	<b>36 569</b>
	<i>Support for Belarusian students recognized as EHU income for science research</i>		-57 035	-57 035		
<b>3.4</b>	<b>Ministry of Foreign Affairs of Norway, support for Belarusian students and researchers</b>	<b>0</b>	<b>28 408</b>	<b>0</b>	<b>28 408</b>	<b>28 408</b>
<b>3.5.</b>	<b>Ministry of Foreign Affairs of Finland, support for Belarusian students and researchers</b>	<b>31 804</b>	<b>50 000</b>	<b>68 148</b>	<b>-18 148</b>	<b>13 656</b>
	<i>Support for Belarusian students recognized as EHU income for science research</i>		-53 812	-53 812		
<b>3.6</b>	<b>Ministry of Foreign Affairs of the Republic of Lithuania, CPMA, project No P2021-VB-BA-02</b>	<b>1 329</b>	<b>1 070</b>	<b>2 399</b>	<b>-1 329</b>	<b>0</b>
<b>3.7</b>	<b>US State department, US embassy in Vilnius "University without borders" part II,</b>	<b>78 448</b>	<b>15 259</b>	<b>93 707</b>	<b>-78 448</b>	<b>0</b>

**CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)**

No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
	<b>SLH50021GR3016. Promoting democratic values and the challenges of disinformation: an aspect of distance learning</b>					
3.8	<b>Latvian Institute of Foreign Affairs -“The Belarus research network on the neighbourhood policy”</b>	0	10 000	10 000	0	0
3.9	<b>ES Woman in Tech</b>	139 995	61 312	16 5359	-104 048	35 947
3.10	<b>Central European University. TSI Fellowships of the Open Society University Network. Programme to support Belarusian researchers</b>	9 176	0	9 176	-9 176	0
	<i>Coverage of the cost of converting USD into EUR</i>		-1 017	-1 017		
3.11	<b>Central European University. TSI Fellowships II of the Open Society University Network. Programme to support Belarusian researchers</b>		147 909	118 289	29 620	29 620
	<i>Coverage of the cost of converting USD into EUR</i>		-3890	-3890		
3.12	<b>Central European University. TSI Fellowships III of the Open Society University Network. Programme to support Belarusian researchers</b>		83 043	312	82 731	82 731
	<i>Coverage of the cost of converting USD into EUR</i>		3 670	3 670		
3.13	<b>Central European University. OSUN Subaward Graduate Students Mobility Fall.</b>		4 119	4 119	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-99	-99		

**CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)**

No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
<b>3.14</b>	<b>Central European University. OSUN Science-Shop 2021-2022</b>	<b>10 695</b>	<b>9 184</b>	<b>19 879</b>	<b>-10 695</b>	<b>0</b>
	<i>Coverage of the cost of converting USD into EUR</i>		307	307		
<b>3.15</b>	<b>Central European University. OSUN Science-Shop II 2021-2022</b>		<b>84 702</b>	<b>57 467</b>	<b>27 235</b>	<b>27 235</b>
	<i>Coverage of the cost of converting USD into EUR</i>		-1 145	-1 145		
<b>3.16</b>	<b>American Center for education. Carnegie foundation</b>		<b>33 687</b>	<b>33 687</b>	<b>0</b>	<b>0</b>
	<i>Coverage of the cost of converting USD into EUR</i>		-858	-858		
<b>3.17</b>	<b>American Council Donation for International Education</b>	<b>16 712</b>	<b>0</b>	<b>16 712</b>	<b>-16 712</b>	<b>0</b>
<b>3.18</b>	<b>Bard College, OSUN activities</b>	<b>4 804</b>	<b>81 036</b>	<b>79 456</b>	<b>1 580</b>	<b>6 384</b>
	Funds from Experimental Learning Institute in Bard College	255	714	620	94	349
	<i>Coverage of the cost of converting USD into EUR</i>		-44	-44		
	Bard College (OSUN) "Network for Experimental Humanities Collaboration" (part II)		3 689	3 689	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-160	-160		
	Bard College (OSUN) Engaged Senior Project Award /ESPA	781	0	0	0	781
	Bard College (OSUN) "Network for Experimental Humanities Collaboration" (part III)		19 721	19 650	72	72
	<i>Coverage of the cost of converting USD into EUR</i>		-192	-192		



**CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)**

No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
	Bard College (OSUN) "Network for Experimental Humanities Collaboration" (part IV)		12 052	12 052	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-134	-134		
	Bard College (OSUN) "Cluster for Urbanistic Action Research"	1 630	1 421	3 051	-1 630	0
	<i>Coverage of the cost of converting USD into EUR</i>		-238	-238		
	Bard College (OSUN) Debate Union – events, tournaments	2138	0	2138	-2138	0
	<i>Coverage of the cost of converting USD into EUR</i>		-164	-164		
	Bard College (OSUN) Debate Union – events, tournaments		5 943	2 791	3 152	3 152
	<i>Coverage of the cost of converting USD into EUR</i>		-35	-35		
	Bard College (OSUN) EHU coordinator for Debate Union		4 571	4 571	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-83	-83		
	Bard College (OSUN) Network collaboration course		3 670	3 670	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-77	-77		
	Bard College (OSUN) coordinator		10 502	10 502	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-108	-108		
	Bard College (OSUN) Mobility management committee		550	550		
	<i>Coverage of the cost of converting USD into EUR</i>		-11	-11		

**CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)**

No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
	Bard College (OSUN) Film festival		1 376	1 376	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-28	-28		
	Bard College (OSUN) Global Media Associate		917	917	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-19	-19		
	Bard College (OSUN) Visual Narration		7 060	6 444	616	616
	<i>Coverage of the cost of converting USD into EUR</i>		-70	-70		
	Bard College (OSUN) Support implementation of an OSUN First Year Seminar		1 414		1 414	1 414
	Bard College (OSUN) OSUN undergraduate mobility		8 799	8 799		
<b>3.19</b>	<b>IFES (International Foundation for Electoral Systems), via USAID Belarus Rapid Response Program 2022</b>	<b>2 264</b>	<b>4 295</b>	<b>6 559</b>	<b>-2 264</b>	<b>0</b>
	<i>Coverage of the cost of converting USD into EUR</i>		-306	-306		
<b>3.20</b>	<b>IFES (International Foundation for Electoral Systems), via USAID Belarus Rapid Response Program 2023</b>		<b>27 251</b>	<b>1 657</b>	<b>10 695</b>	<b>10 695</b>
	<i>Coverage of the cost of converting USD into EUR</i>		-483	-483		
<b>3.21</b>	<b>William and Mary College I agreement</b>		<b>41 597</b>	<b>39 510</b>	<b>2087</b>	<b>2087</b>
<b>3.22</b>	<b>William and Mary College II agreement</b>		<b>25 768</b>	<b>25 768</b>	<b>0</b>	<b>0</b>
<b>3.23</b>	<b>Marshal Foundation</b>		<b>3 133</b>	<b>2 854</b>	<b>279</b>	<b>279</b>
	<i>Coverage of the cost of converting USD into EUR</i>		-92	-92		
<b>3.24</b>	<b>Transatlantic Baltic-American Cooperation</b>		<b>2 843</b>	<b>2 146</b>	<b>697</b>	<b>696</b>

CHANGES IN THE AMOUNTS OF TARGETED FUNDING DURING THE REPORTING PERIOD (Eur)						
No	The source of targeted funding	Balance as at the beginning of the reporting period	Obtained over the reporting period	Drawn down over the reporting period	Change in the amounts receivable	Balance as at the close of the reporting period
	<i>Coverage of the cost of converting USD into EUR</i>		-43	-43		
3.25	<b>US Embassy in Belarus. EHU FEST</b>		6 450	6 450	0	0
	<i>Coverage of the cost of converting USD into EUR</i>		-187	-187		
3.26	<b>EPAM</b>		20 039	20 039	0	0
3.27	<b>DIRECTION SPE FINANCES ETRANGER, EHU celebration</b>	38 176		38 176	-38 176	0
3.28	<b>Residual value of fixed assets acquired with grant funding/Depreciation of fixed assets for the reporting year/Deduction of IT acquisition funds</b>	69 303		-19 734	19 734	89 037
	<b>Total</b>	<b>660 115</b>	<b>930 185</b>	<b>982 051</b>	<b>-51 865</b>	<b>608 250</b>

#### FIXED ASSETS

As at the close of the University's reporting year, the residual value of its intangible assets was EUR 0 (as at the close of AY 2021-2022, the residual value of intangible assets was EUR 222). Over AY 2022-2023, no intangible assets were acquired, amortisation was EUR 222 (AY 2021-2022 – EUR 509).

Residual value of fixed tangible assets was EUR 89 036 (in AY 2021-2022 – EUR 69 081). During AY 2022-2023 the University acquired fixed tangible assets worth EUR 54 984 at acquisition cost (in AY 2021-2022 - EUR 29 556), accumulated depreciation amounts to EUR 34 480 (in AY 2021-2022 - EUR 26 762).

Full stocktaking of all asset classes was carried out at the University as of the close of September 2023.

The university is currently using new teaching and administrative premises at Savičiaus st. 17, Vilnius. The right of use of these premises has been transferred to the University for four years by the Government's decision. In the off-balance sheet of the University, it is considered that the value of the received/used support in the form of premises is equal to EUR 1 870 000 according to the average market value determined by the Center of Registers. The contract for the use of the premises was signed on 31 December 2019.

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#### UNIVERSITY MANAGEMENT COSTS

During the reporting year, the salaries and social security costs calculated for the University top-level management (both Rectors, both Chancellors) amounted to EUR 339 326 (AY 2021-2022 – EUR 221 938).

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#### DATA ON THE HEAD OF THE PUBLIC INSTITUTION, THE UNIVERSITY COSTS FOR THE WAGES OF ITS HEAD AS WELL AS OTHER BENEFITS

Over the reporting period, the amount calculated in salary to the Rector of the University was EUR 185 275 (in AY 2021-2022 it was EUR 148 367)..

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#### TRANSACTIONS WITH THE UNIVERSITY PART-OWNERS, WITH PERSONS RELATED TO THE PART-OWNERS AND MEMBERS OF THE COLLEGIAL MANAGEMENT BODIES

Over the reporting period, there were no transactions executed with the University part-owners, with persons related to such part-owners or with members of the collegial management bodies, except for payments to University top management who are also members of the Governing Board of the University.

**Rector**



**Prof. Krzysztof Ireneusz Rybinski**