



European Humanities
University

INTERIM REPORT

FOR THE PERIOD

OCTOBER 1, 2014 TO MARCH 31, 2015

EUROPEAN HUMANITIES UNIVERSITY

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This report is dedicated to the students, faculty, and staff of the European Humanities University. For more information, please contact:

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TABLE OF CONTENTS

INTRODUCTION	4
INSTITUTIONAL DEVELOPMENT	5
EDUCATION AND RESEARCH	6
RECRUITMENT AND ADMISSIONS	7
STUDENT SERVICE	9
ALUMNI	10
INTERNATIONAL COOPERATION	11
DEVELOPMENT	11
HUMAN RESOURCES	12
QUALITY.....	16
COMMUNICATION	16
IMPLEMENTATION OF FINANCIAL PLAN	18
LIST OF TABLES	19
1. Enrollment Trends.....	20
2. Graduates.....	22
3. Visibility	23
4. Financial Report.....	24

INTRODUCTION

The mission of the European Humanities University (EHU) is to promote research-based university higher education in accordance with present-day levels of knowledge and technology. Its aims include collaboration with public and economic partners, to promote the relationship of the Belarusian nation with the global community through scientific, educational, artistic, and other cultural activities.

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

For students and scholars from Belarus, EHU is a haven of academic freedom; it is the only Belarusian university that operates in a free and democratic environment. Founded in Minsk in 1992, EHU became a “university-in-exile” in 2004 after it was shut down by Belarusian authorities for standing up against assaults on its academic freedom. It relocated to Vilnius the following year and currently operates as a fully accredited Lithuanian and European institution of higher learning.

EHU remains committed to its Belarusian identity while seeking closer integration into the international academic community. It will return to Belarus when the academic freedom and independence of the university can be assured. In the meantime, EHU maintains a presence in Belarus through its Minsk based Propilei preparatory school, advisory offices, the EHU Press, and other forms of outreach.

EHU’s participation in mobility programs like ERASMUS and EHU students’ right to travel freely within the European Union’s visa-free Schengen Area help acquaint them with the rest of Europe and the advantages of European integration. EHU faculty are leaders and partners in academic projects that promote international and interdisciplinary research and teaching and EHU’s Alumni Association offers ways for alumni to benefit from staying in touch with each other and their *alma mater*. Most EHU alumni live and work in Belarus—mostly in the private sector. Through their work, they are contributing to the development of an open Belarusian civil society and a vibrant Belarusian culture attuned to developments outside the country.

It is against the backdrop of the aspirations and courage of its students, faculty, alumni, and staff that the Governing Board, the General Assembly of Part-Owners, and the administration of EHU regularly review the progress of the university.

This interim report provides an overview of developments at the European Humanities University during the first half of academic year (AY) 2014–2015.

INSTITUTIONAL DEVELOPMENT

The University entered its tenth year in exile from Belarus with a number of changes effected by the revision of its statutes during the previous reporting period and a recently concluded reorganization that resulted in a faculty comprised of 77 core and 93 visiting/adjunct faculty. The reorganization brought faculty hiring and personnel policies into alignment with the norms and laws of Lithuania.

These changes are already bringing benefits to the University in the form of a more stable academic *collegium* that is more physically present in Vilnius; a Senate that functions more effectively, collaboratively, and efficiently; a new faculty committee structure; and a University Council that provides a new forum for discussions and decisions on administrative issues. The changes to the statutes included the creation of the position of President of the University. On the recommendation of the Governing Board, EHU's General Assembly of Part-Owners appointed Founding Rector Prof. Dr. Anatoli Mikhailov to the new position, effective October 1, 2014. Appreciating Prof. Mikhailov's unique status of Founding Rector and extensive experience throughout the world, the Governing Board recognized that the creation of such a position, working in conjunction with a new Rector, would help ensure continuity as well as political and financial support for the University. A search by the Governing Board for a new rector began concurrently and was to conclude by the middle of AY 2014–2015. Prof. Dr. G. David Pollick was appointed Acting Rector for the interim. His administrative assistance and expertise as a consultant during the previous year had been critical to the faculty reorganization process as well as the revision of the University's statutes.

With the decision to revamp the University's hiring and personnel policies, the Governing Board committed significant and necessary financial resources to new contractual requirements and the enrolment needs of the student body. These commitments became the subject of debate due to the spending increases they entailed. Steps were taken by the administration to hold down spending and additional measures were considered that might bring spending and revenue into balance over time. Implementation was complicated by the interim status of the administration during the reporting period.

The search for a new rector and the public debates surrounding it, while at times heated, proved an opportunity for both the EHU community and the public to reflect critically on EHU's overall direction, the continued relevance of its mission, and its governance. Every step taken by the Governing Board and the Search Committee was closely scrutinized by members of the academic community, donors and other stakeholders, Belarusian society, and the media, all of whom took great interest in the process and potential outcome of the first such leadership change the University had ever undertaken. Particularly noteworthy was the support and guidance of the Lithuanian Ministry of Foreign Affairs, which moderated important discussions among key stakeholders, EHU administrators, and trustees on some of the issues surrounding the search.

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

EDUCATION AND RESEARCH

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

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

Professional development of faculty is another EHU priority. During the reporting period, the EHU Foreign Language Center (FLC) conducted three training sessions in Vilnius for faculty and two foreign language teachers had internships and training in educational institutions in Austria and Latvia.

The seminar “Documents of Belarusian National Organizations and Parties in the Lithuanian Central State Archive,” dedicated to the innovative approaches in the field of presentation and interpretation of cultural heritage in Lithuania and Belarus, was conducted in December, 2014.

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

Following the adoption of the University’s new statutes, transformation of its existing research structure has begun: the Senate Committee on Research and Development (SCRD) was established, and meetings of the SCRD have replaced the Research Council as a monthly faculty meeting and consultative body. The newly established committee consists of faculty members—representatives of academic departments and students. The Head of Research Division became an *Ex Officio* member of SCRD meetings and group work. In accordance with the shared governance model, the SCRD became the main advisory body on research and the Research Division became the administrative one. The agenda of the SCRD was focused on issues of research strategy, and it was built as a continuation and succession of EHU research policy. The University’s research strategy and regulations became central issues for SCRD discussions in the first semester of AY 2014–2015.

The institutional accreditation team from the Lithuanian Centre for Quality Assessment in Higher Education reviewed research management and activities since 2009. The positive evaluation of the University’s research sphere by the international team of evaluators was based on analysis of reports prepared by the EHU Research Division and meetings with individual researchers, representatives of research centers, PhD students, and administration. The main expert recommendations for the further progress of EHU’s research and its management are addressed to the spheres of development of institutional research strategy and qualitative indicators for its measurement, further implementation of

the adopted collaborative research model, and broadening the participation of Lithuanian academic, social, and business partners in EHU research activities.

During the reporting period, the following important research-related international events were held at EHU:

- October 10–11, international conference “Situated Practices of Exclusion and Inclusion” together with Institute of Lithuanian Literature and Folklore and Linnéuniversitetet Växjö/Kalmar (Sweden)
- October 13–14, PhD conference in philosophy “Sharing Experience: Norms, Values, and Interactions” together with the Network Project: “Historicity, Subjectivity, Communitality”—University of Helsinki, Vytautas Magnus University (Kaunas) and Lithuanian Culture Research Institute (Vilnius)
- October 15–16, international conference “Christian Theology in a New Key: Examining Practical Examples and Innovative Models for Ecumenical Learning and Theology in Central and Eastern Europe: The Orthodox Handbook on Ecumenism as a Case Study” together with the Network for Ecumenical Learning in Central and Eastern Europe (NELCEE)
- October 29–February 18, nine research seminars on “Violence and Social Change in Lithuania, Belarus, and Central-Eastern Europe in the 20th Century” organized by the EHU Center for German Studies and Vilnius University’s (VU) Faculty of History in Vilnius
- February 24–26, an international workshop on “Cultures of Shrinking” in post-industrial towns, with particular focus on the case of Visaginas, a former Soviet “nuclear town” in Lithuania was organized by the EHU Laboratory for Critical Urbanism together with the Estonian Academy of Arts, the Herder-Institute Marburg, the Lithuanian Social Research Centre, Archfondas.lt, and the EHU Center for German Studies

In the first-half of AY 2014–2015, EHU faculty and students introduced the following cultural, artistic, and design events:

- “To kino” Belarusian-Lithuanian festival of non-budget cinema
- Francophonie Days: an exhibition of students’ caricatures, a review of a French movie, French readings and debates, and a concert of French songs
- “Defining the System of Coordinates: Artistic Research in the Context of the Visual Turn”
- Student-designed poster competition “Alien War: Belarus in the First World War,” attended by students from Russia, Belarus, and Lithuania

RECRUITMENT AND ADMISSIONS

The EHU recruitment campaign of AY 2014–2015 is designed to adjust student recruitment activities to the experiences of the recruitment team in AY 2013–14 and a job shadowing visit to St. Edward’s University (Austin, Texas, USA) in October 2014. EHU’s Recruitment Office aims to spotlight the most valuable benefits of studying at EHU. According the results of a first-year student survey (at both bachelor and master levels), conducted in October 2014, the benefits are the following: 1) personal attention to students, 2) internationalization, 3) opportunities to develop one’s creative potential. A decision was made to balance between narrowly-focused events, flagship activities, and a consultations-based approach.

The recruitment campaign is directly supervised by the acting rector, and semi-monthly meetings to assess its progress are held.

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

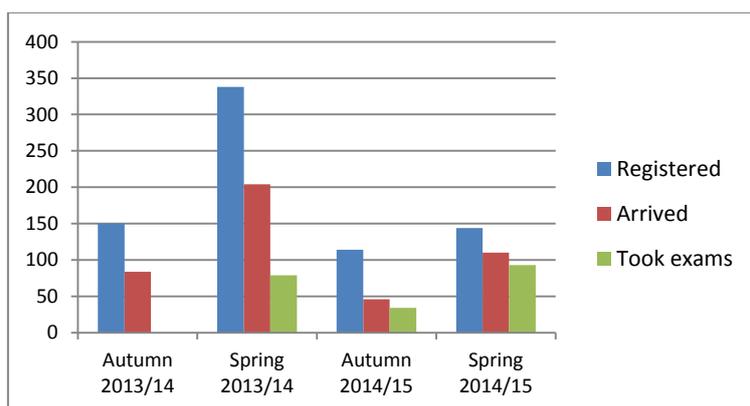
- Revision of website usability and introduction of new online tools for consultations
- Increase of outreach through presentations at high schools conducted by trained student volunteers (total of 20 presentations)
- Introduction of new communication tools (personal hard-copy letters, newsletters)
-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

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

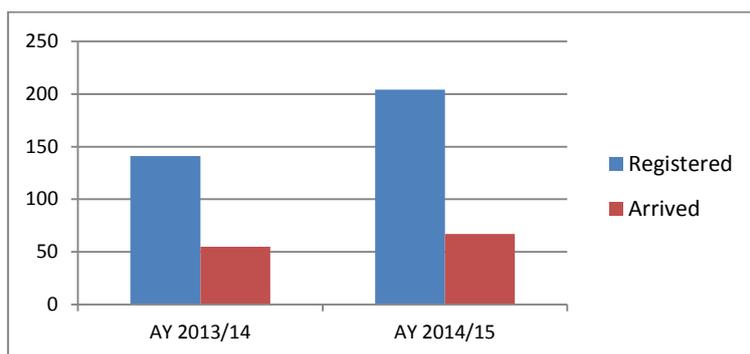
The main events where EHU has a possibility to directly communicate with young Belarusians interested in EHU are the Open Door Days and Master’s Colloquiums, which are conducted in Vilnius.

Numbers of young Belarusians involved in EHU recruitment are provided in the tables below.

Open Doors



Master's Colloquium



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

STUDENT SERVICE

During the reporting period, student-centered activities managed by EHU's Student Service were supported through collaboration with a range of partner organizations, including the Youth Association StudAlliance, the Barys Zvozkau Belarusian Human Rights House, and others. Student Service also closely collaborated with the Recruitment Office regarding involvement of student volunteers into its activities. Additionally, Student Service ensured participation of active students in a range of international events taking place both at EHU and elsewhere.

Projects and events conducted by Student Service in collaboration with faculty and students include:

- Rays of Kindness social project [Vilnius and Gomel (Belarus)]
- Mid-term student projects (number has increased compared with previous years)
- Belarus-oriented events: Belarusian Heritage Pages, Speak Belarusian Together, Belarusian music concerts, etc.
- Photo and video projects: student movie festival "Retrospective," which collected over 40 short movies by students
- "Atmosphere EHU" events: educational, social, and entertainment events to rally the EHU low-residence student community in Gomel, attracting high school pupils and friends
- A series of seminars on the "Basics of Human Rights" and a basic course on human rights
- Exhibitions and entertainment projects conducted in Vilnius, Minsk, and Gomel

Student initiatives supported by Student Service:

- The increase of EHU Student Debate Club activities should be noted as a positive outcome of opportunities provided in cooperation with Bard College
- The student newspaper *EHU Times* demonstrates an increase in capacity and materials produced

ALUMNI

EHU continues to cultivate outreach to and relationships with its more than 2,200 alumni (more than 1,300 of whom graduated following EHU's relocation to Vilnius and 920 of whom graduated while EHU was in Minsk). More than one-third have shared contact information and receive updates from the University.

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

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

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

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

The number of EHU alumni mailing list subscribers increased from 611 to 774 contacts and the number of participants in EHU's official alumni Facebook group rose from 510 to 567. The total number of unique alumni contacts stands at nearly 1,000.

Three days after the end of the reporting period, a list of Belarus's Top 30 Entrepreneurs under 30 was published by Probusiness.by. It includes three former students of EHU: http://probusiness.by/do_it/693-top-30-belorusskikh-predprinimateley-ne-starshe-30.html).

INTERNATIONAL COOPERATION

In March 2015, EHU applied to the Lithuanian National Erasmus Agency for Erasmus+ KA103 mobility grants for AY 2015–2016 for 33 students (298 months of mobility) and 20 staff (112 mobility days). In addition, EHU applied to the Agency for Erasmus+ KA107 mobility grants, also for AY 2015–2016. Mobility has been agreed upon with Pavlodar State University (Kazakhstan) and Novy Sad University (Serbia). Overall financial support in case of successful applications will exceed EUR 100,000. This support will cover mobility expenses and individual support for EHU and partner institution students and staff.

In AY 2014–2015, EHU received funding from the Lithuanian government for staff and student academic mobility in the amount of EUR 11,669. Twenty-one students were granted Erasmus scholarships and eight staff members participated in Erasmus staff training exchanges. At the same time, EHU attracted 33 exchange students from across Europe.

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

The number of EHU's bilateral agreements grew to 53 and includes 129 arrangements with various study programs. In addition, an Erasmus+ Multilateral Agreement has been prolonged until 2020 with the Campus Europae Network.

EHU confirmed the admission of two Belarusian students via Lithuania's State Scholarship Program. This program covers second-cycle tuition fees and/or provides applicants with a stipend. The program is designed for students from post-Soviet countries, including Belarus. EHU currently receives two grants for the MA students totaling EUR 18,652.

DEVELOPMENT

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

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

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

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

A Friends of EHU Scholarship in the amount of EUR 2,000, which was raised by the United Kingdom chapter of Friends of EHU and designated for an EHU PhD student, was awarded to a third-year PhD student based on academic performance, research achievements, and participation in EHU community activities. Three additional Friends of EHU Scholarships of EUR 2,500 each, donated by Friends of EHU Board members, will be awarded in May 2015. A new Friends of EHU website is nearing completion, with the help of programmers at ACIE, which hosts the site and administers Friends of EHU donations.

EHU's Germany-based support group, the EHU Förderinitiative e.V., organized a Fall Academy for German and Belarusian students in Frankfurt dedicated to perspectives on European integration. It was the first major event in western Germany that brought EHU students and faculty into contact with German friends and benefactors (most of the Förderinitiative's activities have so far been held in eastern Germany). The event was sponsored by the Konrad Adenauer Foundation with a donation of EUR 10,000 and by Frankfurt-based Johann-Wolfgang von Goethe University with an in-kind contribution of EUR 1,200. A traveling exhibition about EHU and Belarus is in development for a Germany-wide fundraising campaign.

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

HUMAN RESOURCES

At the beginning of AY 2014–2015, a total of 176.75 FTE positions at EHU were filled by 253 individuals. These numbers include:

- 99 FTE (170 individuals) were instructors, out of which 77 individuals in 45.3 FTE positions are permanent (core) faculty (54% of them holding PhDs). Similarly, 93 individuals work in 54.7 FTE positions as part-time faculty (42 of them holding PhDs)
- Those mentioned above include 17 professors and 32 associate professors
- About 95% of faculty are citizens of Belarus
- This year two faculty members defended their PhDs

The University started the academic year with new commitments to its faculty, and of the faculty to the university. A new hiring policy means improved social benefits for core faculty and increased accessibility to mobility opportunities.

During the reporting period, EHU introduced a performance evaluation system for administrative staff for the first time.

The search for a new rector was carried out and successfully completed during the reporting period of AY 2014-2015. Details of this process are provided below.

The EHU Rector Search

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

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

Position Announcement

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

The Candidate Pool

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

Protection of privacy and confidentiality of the search process

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

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

The Review Process

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

Information about the identities of the 7 visitors was not released until the eve of the visits in order to avoid, to the extent possible, undue press or interference in the campus process by external groups. Media attention to the process was nonetheless extensive and reports appearing in social media and Belarusian press were often riddled with misinformation and unfounded speculation about the candidates themselves and the search process as a whole.

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

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

a designated problem area. Following the three interview-discussions in January, the “action plans” were also made available to the two primary stakeholder group representatives (Senate and Student Union), who reviewed the materials and met with members of the Search Committee in person in Vilnius in late January to share their impressions as well.

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

Finally, the review process also included a personality/ leadership profile online examination that was voluntarily submitted by each of the three finalist candidates. The proprietary examination is widely used in the corporate and government world in Europe and was recommended to the Search Committee and also paid for by the representative of the Nordic Council of Ministers. The exam administrator agreed to meet privately with the members of the Search Committee in Vilnius in late January to brief us on the results of the exam and to provide confidential profiles to the Committee for each of the three finalists. Those profiles are also included in the Drop Box file, and they were taken into consideration by the Committee in the review process.

Public announcements related to the Search

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

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

Conclusions

The Search Committee has made the complete findings of the Search Process to the Members of the Governing Board for their personal review through the confidential Drop Box. The Committee notes that

the size of the initial pool of candidates and the number of candidates invited to campus for personal interviews provides an important indication of the quality and depth of the pool and of the group of 7 short-listed candidates. The review of action plans pointed out notable differences (not so much weaknesses) among the three finalist candidates that are relevant, given the particular set of challenges facing EHU in the short-term, as well as longer-term.

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

QUALITY

The University completed its official accreditation evaluation. The evaluation was conducted by Lithuania's Centre for Quality Assessment in Higher Education (SKVC). EHU was visited by an international evaluation team in October 2014 and an Institutional Review Report was provided in January 2015. According to Lithuanian standards and methodology of evaluation, EHU was reaccredited for the next three years. EHU received positive evaluations in the following four out of five areas of assessment: academic studies and lifelong learning, research and art activities, impact on regional and national development, and learning resources and infrastructure. Due to deficiencies identified in one area of assessment—strategic management—accreditation was granted for three years rather than the standard six. Accreditation beyond 2018 will, therefore, depend on further improvements in the area of strategic planning. The EHU Institutional Review Report is available online here: http://www.ehu.lt/files/Review%20Report%20EHU_ENG.doc

During the first-half of AY 2014–2015, EHU's student survey system was revised. A bi-annual student survey was conducted using newly developed student questionnaires and survey procedures. The student survey results are to be used in the Senate's annual quality report, which will be provided in October 2016 for AY 2014–2015. Alumni questionnaire improvements were made for the second all alumni survey which will be conducted in May 2015. Further objectives include the development of an employers' survey. The survey system will be used for monitoring, revision, and improvement of quality of study programs at the University.

COMMUNICATION

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

Approximately 270 items about EHU appeared in the media during the reporting period—up from approximately 250 during the same period in AY 2013–2014.

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

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

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

A YouTube video featuring EHU students and alumni reflecting on the meaning of freedom and their education at EHU was released. Due to the controversial nature of its content, it was publicized discreetly among key donors, supporters, and stakeholders.

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

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

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

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

EHU continues to reach out to and update its donors and friends through bi-monthly e-newsletters. The communications team also assisted EHU’s Dresden-based German support group in creating a German newsletter template so that the e-newsletter could be published in German, and is helping the EHU Trust Fund develop a new and improved website.

For statistics on EHU’s visibility, see [Section 3](#) in the List of Tables.

IMPLEMENTATION OF FINANCIAL PLAN

The budget for AY2014–2015 was planned in the amount EUR 6,630,981. As of March 31, 2015, the actual use of funds was equal to 46% of the planned budget.

A detailed Financial Report is provided in [Section 4](#) of the List of Tables.

LIST OF TABLES

1. Enrollment Trends

Table 1.1. Number of Students by Mode of Study

Mode of study	No. of Students						
	March 31, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
BA High-Residence	439	480	490	514	537	580	690
BA Low-Residence	628	720	791	852	1,180	1,224	1,101
Master	85	145	166	177	141	133	172
PhD in Philosophy	7	7	8	6	3	n/a	n/a
Total	1,158	1,352	1,455	1,549	1,861	1,937	1,963

Note. Comparison of annual and interim data is complicated due to several reasons:

In AY 2013–2014, graduation from some master’s programs was moved from April to February, when 43 MA students graduated. Also, the annual statistics on AY 2013–2014 include interim enrollment, which takes place in April and is not as yet included in this Interim Report. These two factors create a discrepancy between mid-year figures for master’s programs and end-of-year figures.

Table 1.2. Distribution of High-Residence Bachelor’s Students by Program

Program	No. of Students						
	March 31, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Cultural Heritage	104	108	97	100	97	105	116
Visual Design and Media	99	105	94	93	103	102	106
Political Sciences and European Studies	10	11	17	21	41	44	54
International Law and EU Law	89	101	104	107	100	98	112
Media and Communication	137	155	178	189	172	172	189
Total	439	480	490	514*	537*	580*	690*

* Includes students of programs closed to new admissions

Table 1.3. Distribution of High-Residence Bachelor’s Students by Year of Study

Study Year	No. of Students						
	March 31, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
1st	108	123	136	167	165	147	173
2nd	100	113	138	145	127	149	207
3rd	116	129	127	97	121	152	155
4th	115	115	89	105	124	132	155
Total	439	480	490	514	537	580	690

Table 1.4. Distribution of Low-Residence Bachelor's Students by Program

Program	No of Students						
	March 31, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Media and Communication	189	212	232	191	304	299	233
Theory and Practice of Modern Art	25	26	37	75	124	133	122
Cultural Heritage	123	153	163	168	207	202	189
Visual Design and Media	177	211	209	205	233	253	231
Political Sciences and European Studies	13	12	27	33	98	103	110
International Law and EU Law	101	106	123	180	214	234	204
Total	628	720	791	852	1,180	1,224	1,101

Table 1.5. Distribution of Low-Residence Bachelor's Students by Year of Study

Study Year	No of Students						
	March 31, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
1 st	126	220	244	307	450	460	404
2 nd	127	136	158	173	242	386	428
3 rd	133	135	161	124	264	226	180
4 th	135	138	106	154	148	120	67
5 th	107	91	123	94	76	32	21
Total	628	720	792	852	1,180	1,224	1,101

Table 1.6. Distribution of Master's Students by Program

Program	No of Students						
	March 31, 2015	September 30, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
International Law and European Law	24	25	27	32	26	19	26
Culture Studies	20*	44	60	67	48	49	65
Historic and Cultural Heritage	7*	24	33	32	21	24	28
Existential Psychology	10	11	0	n/a	n/a	n/a	n/a
Public Policy	6	10	6	25	24	19	15
MBA	18*	31	40	21	22	22	12
Total	85	145	166	177	141	139	172

Note. Numbers with asterisks (*) include graduation in February 2015 (see Tables 2.1 and 2.2) and do not include spring enrollment (completed in April).

2. Graduates

Table 2.1. Graduates by Year

Type	Academic Year						
	2014-2015 1st semester	2013– 2014	2012- 2013	2011–2012	2010– 2011	2009– 2010	2008–2009
BA High-Residence	-	69	102	114	120	137	108
BA Low-Residence	-	108	89	75	31	5	5
Master's	43	51	53	42	59	48	75
PhD	-	n/a	n/a	n/a	n/a	n/a	n/a
Total	43	228	244	231	210	190	188

Table 2.2. Master's Graduates by Program

Program	First Semester AY2014–2015
Cultural Studies	14
Historic and Cultural Heritage	9
MBA	20
Total master's graduates	43

3. Visibility

Table 3.1 Media Coverage Distribution by Media Provider

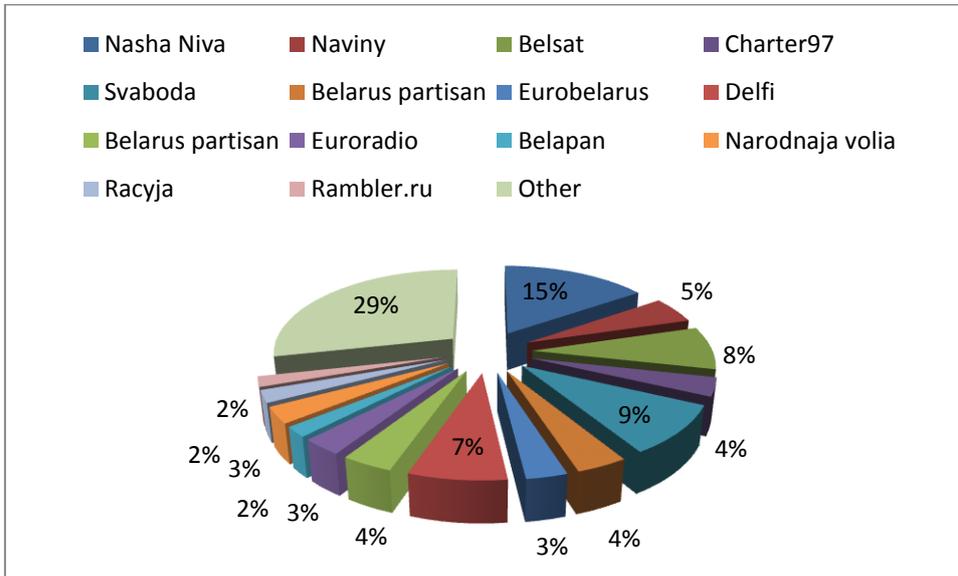
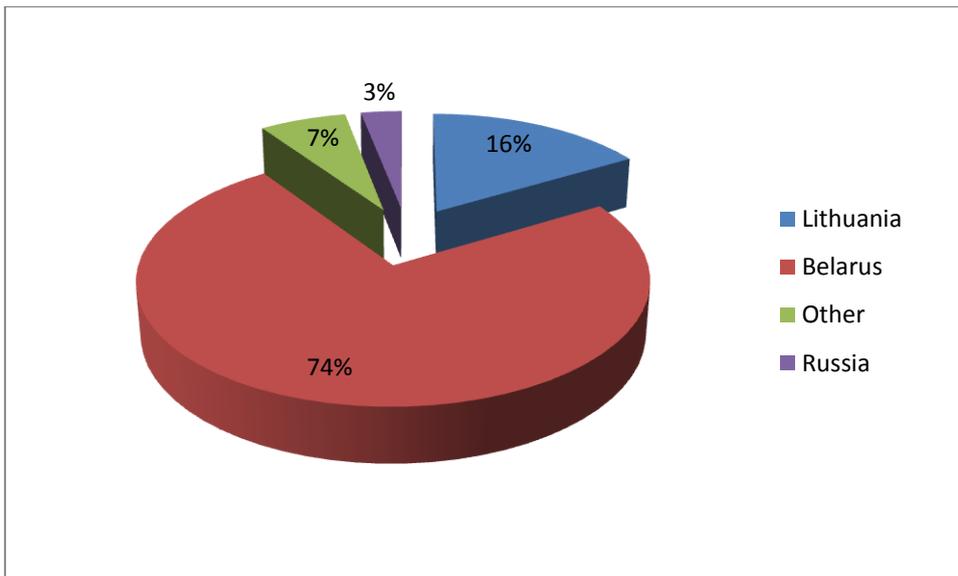


Table 3.2 Media Coverage Distribution by Country of Origin



4. Financial Report

Submitted by Vice-Rector for Administration and Infrastructure and Head of Financial Department _____

IMPLEMENTATION OF THE FINANCIAL PLAN

Governing Board of European Humanities University

Budgeting and Financial Matters

This paper presents results of the first half of AY2014–2015.

Nr.	Budget Line	AY2014–2015			AY2013–2014		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2014–2015 versus 2013–2014	
Revenue used							
1	Secured Funding	€ 431,273	€ 160,936	37%	€ 220 169	73%	23
2	Tuition	€ 1,303,788	€ 713,512	55%	€ 986,412	72%	24
3	Tuition from Non-Belarusian students	€ 130,715	€ 45,952	35%	€ 29,545	156%	25
4	EHU Trust Fund	€ 4,139,903	€ 1,909,602	46%	€ 1,180,295	162%	26
5	Additional revenue collected through the Development Department	€ 125,000	€ 14,044	11%	€ 23,929	59%	27
6	Revenue-Generating Programs	€ 161,242	€ 67,950	42%	€ 101,250	67%	28
7	Other	€ 14,038	€ 8,534	61%	€ 7,584	113%	29
Subtotal Revenue in Cash		€ 6,305,958	€ 2,920,530	46%	€ 2,549,184	115%	
In-Kind Contributions							
8	Donations of Facilities	€ 325,023	€ 162,511	50%	€ 162,511	100%	30
9	Donations of Equipment, Services, Other Goods						31
Subtotal Value of In-Kind Contributions		€ 325,023	€ 162,511	50%	€ 162,511	100%	
TOTAL SUPPORT		€ 6,630,981	€ 3,083,041	46%	€ 2,711,695	114%	

Nr.	Budget Line	AY2014–2015			AY2013–2014		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2014–2015 versus 2013–2014	
Expenditures							
10	Staff Costs	€ 3,695,260	€ 1,793,081	49%	€ 1,318,496	136%	32
11	Financial aid fund for Belarusian students	€ 561,800	€ 297,272	53%	€ 248,586	120%	33
12	Financial aid fund for non-	€ 2,000	€ 0	0%	€ 855	0%	34

	Belarusian students						
13	Student activities	€ 32,698	€ 15,010	46%	€ 9,136	164%	35
14	Faculty development	€ 115,074	€ 38,041	33%	€ 60,237	63%	36
15	Faculty mobility	€ 158,764	€ 96,549	61%	€ 110,079	88%	37
16	Belarusian academic infrastructure and networks	€ 215,330	€ 74,700	35%	€ 96,246	78%	38
17	Operations	€ 930,190	€ 430,459	46%	€ 495,184	87%	39
18	Expenses related to revenue-generating programs	€ 161,242	€ 48,725	30%	€ 58,010	84%	40
19	Institutional advancement and development	€ 574,575	€ 229,629	40%	€ 208,016	110%	41
20	Special and extension project	€ 107,794	€ 41,577	39%	€ 100,628	41%	42
21	Expenses for non-Belarusian students	€ 26,256	€ 17,998	69%	€ 6,222	289%	43
22	Contingency reserve	€ 50,000	€ 0	0%	€ 0	0%	44
Total Expenditure		€ 6,630,981	€ 3,083,041	46%	€ 2,711,695	%	

Terminology		
23	Secured Funding	Revenue received from institutional projects not covered by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU.
24	Tuition	Revenue received from Bachelor, MA programs in all modes of study collected within the current academic year for the new intake and previous enrolments.
25	Tuition from non-Belarusian students	Revenue received from foreign students entering existing groups of Belarusians.
26	EHU Trust Fund	Revenue received from statutory grants, private foundations, and major individual gifts. Administered by the Nordic Council of Ministers in the EHU Trust Fund. Guided by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU.
27	Additional revenue collected through the Development Department	Revenue received specifically by the means of Development Department of the University.
28	Revenue-generating programs	Revenue received from the programs created to generate revenues; for example, MBA.
29	Other	Revenue received from minor individual gifts, fees or charges associated with services provided by the University, inter alia, sales of publications or products, commissioned research, retail sales, etc. Revenue received from dividends and capital gains on deposit accounts.
30	Donations of facilities	Estimated value of premises or instalments used for the purpose of carrying out EHU activities.
31	Donations of equipment, services, other goods	Donation of any kind of goods or services.
32	Staff costs	Salaries, tax, and social insurance obligations for teachers and administrative staff whose employment contracts are regulated by EHU Central Administration in Vilnius.

33	Financial aid fund for Belarusian students	Student accommodation, subsistence, health insurance.
34	Financial aid fund for non-Belarusian students	Stipends specially established for non-Belarusian students.
35	Student activities	Student initiatives and cultural, sport, and social activities.
36	Faculty development	Research activities (Sabbatical), qualifications renewal (training), and conference participation.
37	Faculty mobility	Accommodation and per diem for faculty traveling to Vilnius for delivery or administration of courses.
38	Belarusian academic infrastructure and networks	Applies the principle of <i>physically present or permanently residing</i> , includes those costs which can be considered to be <i>organized mostly within the territory of Belarus</i> : minimal infrastructure, salaries for essential administrative staff, and organization of Belarusian infrastructure of Distance Learning Programs.
39	Operations	Maintenance, supplies, equipment, hardware, software, communications, library collection.
40	Expenses related to revenue-generating programs	Programs delivered on self-sustainable basis (for example, MBA program).
41	Institutional advancement and development	Costs associated with GAPO, Board of Governors, Promotion, Advertising, Travel, Special Events and Fund-Raising.
42	Special and extension project	Expenses incurred in projects not covered by the Terms of Reference of the Cooperation Agreement between Nordic Council of Ministers and EHU and not associated with maintenance of ordinary activities of the university.
43	Expenses for non-Belarusian students	Expenses incurred due to additionally admitted foreign students.
44	Contingency reserve	Reserve held for contingency.

Explanatory Notes: Implementation of the Budget, October 1, 2014 – March 31, 2015

Revenues

On October 1, the financial plan predicted percentages of the total revenue from the following sources: 7% from secured grants, 21% from tuition, 2% from tuition from non-Belarusian students, 66% from the EHU trust fund, 2% from additional revenue collected through the Development Department, 2% from revenue-generating programs, and less than 1% was intended for collection through other sources.

By March 31, the following percentage of each revenue stream's forecast had already been collected: 37% of the secured grants forecast, 55% of the tuition forecast, 35% of the tuition from non-Belarusian students forecast, 46% of the EHU trust fund forecast, 11% of the forecast for additional revenue collected through the Development Department, 42% of the revenue-generating program forecast, and 61% of the other sources forecast.

The following remarks should be noted:

- Line Item 1 (Secured funding): this includes project grants and OSF funding related to the Minsk infrastructure and the organization of the distance-learning activities in Belarus. These revenues are in line with our expectations. The OSF Funding via Bard College for 2014 came at the end of 2014. The funding for 2015 is in accord with the schedule. The first installment (25% of the contract) from Bard has already been transferred. Project grants provided by Lithuanian Research Council, Erasmus program and some others that were carried through the university as

an intermediary institution leaving a small percentage of revenue for the university amounted to €86,000.

- Line Item 2 (Tuition): collection of tuition has dropped significantly from €986,000 to €713,000 in the first half of the year when compared to the previous year. It should be stressed that the first half of the year has been typically more productive in collecting tuition as the first half of the year spreads to March, the first month of the second semester when students start to pay for the spring semester. The reasons for the drop are the lower number of admitted students and the financial crisis in Belarus following the Belarusian national currency's depreciation against the euro by 30% during the reporting period. This has affected student parents who in most cases pay for their children's tuition.
- Line Item 3 (Tuition from non-Belarusian students): the university was unable to attract as many non-Belarusian students as forecasted, thus less tuition was collected than planned. However, the revenue from non-Belarusian students continues to increase. If compared to the previous year, the growth amounted to 56% (increase from €30,000 to €46,000). We expect that the trend will continue in the future as a result of our additional efforts in Lithuania and abroad.
- Line Item 4 (EHU Trust Fund): EHU used 46% of the trust fund resources in the first half of the year. Last year, this number was 30%. During the first half of the year, EHU collects approximately 70% of its tuition, thus the need for trust fund funding is lower. In the second half, EHU relies more on the trust fund due to the drop in revenue from tuition. The major increase in reliance on the trust fund this year is related to both the implemented faculty reform and lower revenue from tuition.
- Line item 5 (Additional revenue collected through the Development Department): the efforts in fundraising during the last few years have not yet resulted in substantial cash collection; €14,000 have been collected through project grants in the first half of the year. It is most likely that this line item will fail to meet its forecast this year.
- Line Items 6 (Revenue-generating programs): EHU collected about 42% of the forecast revenue, which amounted to a 33% drop from last year. The reason for the drop is the same as with the collection of tuition. Since the second half is less productive for revenue collection, expectations are that the final result will be no more than a symbolic profit from the MBA program at the end of the year.
- Line Item 7 (Other): revenue generated by this budget line relates to what is called "accountancy profit" and is of a rather technical or incidental character. Due to currency exchange rate fluctuations on the global market, the university received slightly less revenue here than planned.
- Line Item 8 (Donations of Facilities): this corresponds to the planned figures calculated on the basis of space provided at Mykolas Romeris University (EHU uses 2,672 m² of the Romeris University premises).

Expenditures

On October 1, the financial plan forecast the following distribution of expenditures: 56% to employee compensation, 8% to the financial aid fund for Belarusian students, less than 1% to the financial aid fund for non-Belarusian students, 1% to student activities, 2% to faculty development, 2% to faculty mobility, 3% to the Belarusian academic infrastructure and networks, 14% to operations, 2% to expenses related to revenue-generating programs, 9% to institutional advancement and development, 2% to special and extension projects, less than 1% to expenses for Non-Belarusian students, and 1% to the contingency reserve.

By March 31, the following percentage of each expenditure forecast had been already spent: 49% of employee compensation, 53% of the financial aid fund for Belarusian students, 0% of the financial aid fund for non-Belarusian students, 46% of student activities funding, 33% of faculty development, 61%

of faculty mobility, 35% of Belarusian academic infrastructure and networks, 46% of operations, 30% of expenses related to revenue-generating programs, 40% of institutional advancement and development, 39% of special and extension projects, 69% of expenses for non-Belarusian students, and none of the contingency reserve.

In general, EHU has spent 46% of the forecasted expenditures.

The following points should be noted:

- Line Item 10 (Staff Costs): was used in a line with a forecast. The increase compared to last year is mainly because of the faculty reform, according to which all teachers are now employed as required by Lithuanian labor law.
- Line Item 11 (The financial aid fund for Belarusian students): this was used by 3% more than forecasted because the implementation of a new students grant allocation system was postponed until next year.
- Line Item 12 (The financial aid fund for non-Belarusian students): this, in fact, consists of only one stipend, which has not yet been paid.
- Line Item 13 (Student activities): this was used slightly less than expected but by 164% more than in AY2013–2014. This difference can be explained by the fact that last year most student activities were planned in the second half of the year.
- Line Item 14 (Faculty development): the expenses under this budget line were significantly less than initially planned because of the necessity to balance the current budget.
- Line Item 15 (Faculty mobility): this was used as expected. The slightly higher percentage of expenditure in the first half can be excused because it has six teaching months. The second half has only four.
- Line Item 16 (Belarusian academic infrastructure and networks): this was used less than expected due to the cuts made to balance the budget.
- Line Item 17 (Operations): this was used in line with the forecast.
- Line Item 18 (Expenses related to revenue-generating programs): the 20% decrease in this budget line is related to the decrease of revenue from the MBA program. This program is intended to be, at a minimum, self-sufficient.
- Line Item 19 (Institutional advancement and development): recruitment activities were in line with the plan. The organization of more governing board meetings during the reporting period than expected required almost all of the funding allocated for such activity for the whole year. One-third of the fundraising budget has been spent, and some activities have been frozen because of the necessity to balance current budget.
- Line Item 20 (Special and extension projects): the less-than-expected expenditures under this budget line relate to fewer projects received and implemented during the reporting period.
- Line 22 (Contingency reserve): the contingency reserve has not been used.