



INTERIM REPORT

FOR THE PERIOD

OCTOBER 1, 2015 TO MARCH 31, 2016

EUROPEAN HUMANITIES UNIVERSITY

Governing Board

Anne Lonsdale, Acting Chair
(United Kingdom)

Dan Davidson, Vice-Chair (United States)

Artiom Anisimov (Belarus)

Petras Auštrevičius (Lithuania)

Lennart Båge (Sweden)

Eiki Berg (Estonia)

Dzianis Kuchynski, *ex officio*
(Belarus)

Ludger Kühnhardt (Germany)

Guido Langouche (Belgium)

Anatoli Mikhailov, *ex officio*
(Belarus)

Ryhor Miniankou, *ex officio*
(Belarus)

Žygimantas Pavilionis (Lithuania)

David Pollick, *ex officio* (United States)

Gregory Prince (United States)

Darius Staliūnas (Lithuania)

Henrik Toft Jensen (Denmark)

Administration

Anatoli Mikhailov, President

David Pollick, Rector

Bernardas Gailius, Chief of Administration

Aliaksandr Kalbaska, Chief of Academic Affairs

Alina Juškienė, Head of Academic Development Unit, Deputy Chief of Academic Affairs

Aliaksei Makhnach, Head of Core Curriculum Center

Dalia Kaminskaitė, Head of Human Resources and Legal Unit, deputy Chief of Administration

Dainius Sivickis, Chief financial officer

Lina Gorbačiovienė, Chief of the Rector's Office

Maksimas Milta, Head of Student Recruitment, Marketing, Communications

General Assembly of Part-Owners

Eurasia Foundation (USA): William Horton Beebe-Center, President

Institute for International Education (Lithuania): Alla Sokolova, President

DDF Foundation: represented by Mrs. Meredith Jung – En Woo, director of the International Higher Education Support Program at the Open Society Foundation in London.

Senate Principals

Ryhor Miniankou, Chair

Almira Ousmanova, Vice-Chair

Natalija Beloborodaja, Secretary

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

European Humanities University Tauro g. 12 LT-01114 Vilnius, Lithuania Tel.: + (370) 5 263 9650 Fax: + (370) 5 263 9651 E-mail: rectorsoffice@ehu.lt	EHU Trust Fund c/o Nordic Council of Ministers Ved Stranden 18 DK-1061 Copenhagen K, Denmark Tel.: +(45) 33 96 02 73 E-mail: mame@norden.org	Friends of EHU, Inc. c/o American Councils for International Education 1828 L Street NW, Suite 1200 Washington, DC 20036 Tel.: +(1) 202 833 7522 Fax: +(1) 202 833 7523
www.ehu.lt	www.ehustrustfund.org	www.ehu.lt http://www.ehufriends.org

TABLE OF CONTENTS

INTRODUCTION	5
INSTITUTIONAL DEVELOPMENT	7
EDUCATION AND RESEARCH	9
Academic Department of History.....	10
Academic Department of Law.....	12
Academic Department of Media.....	14
Academic Department of Social and Political Sciences	15
Center for Business Education	17
Distance Learning Center	17
Core Curriculum Center	19
Research.....	20
Library and Publishing.....	21
QUALITY.....	23
RECRUITMENT AND ADMISSIONS.....	23
STUDENT SERVICE	25
TRAINING CENTER FOR THE HUMANITIES “PROPILEI” ACTIVITIES	27
ALUMNI	28
INTERNATIONAL COOPERATION	29
Faculty, Staff and Students’ Mobility	30
Project Activity	30
Other Forms of International Cooperation	31
HUMAN RESOURCES	32
COMMUNICATION	32
IMPLEMENTATION OF FINANCIAL PLAN.....	34
LIST OF TABLES	35
1. Enrolment Trends.....	36
2. Graduates.....	39

3.	Education and Research.....	39
4.	Recruitment and Admission.....	41
5.	Student Service.....	43
6.	Alumni.....	54
7.	International Cooperation.....	55
8.	Financial Report.....	62

INTRODUCTION

The mission of the European Humanities University (EHU) is maintaining international standards in higher education and providing academic freedom throughout Belarus. The mission states that at the heart of EHU is the production and dissemination of socially responsible and critical knowledge in the social sciences and the humanities, ensuring quality education through the integration of study programs with research, creative and applied projects. EHU uses its potential for the development of a European intellectual space without borders, the return of knowledge to Belarus, the establishment of innovative social partnerships, the development of civic education, and the broadening of human rights and potential through freedom of speech, thought, and research.

Summarizing the result of the EHU activities in the first half of the AY 2015-2016, it is possible to say, that all of them were strictly targeted to the development of a European intellectual space without borders, for these activities were aimed at transcending borders between the EU and Belarus, moreover, between Belarus and the other states to the West and North of it, borders between democratically minded Belarusian activists, scholars and artists and young people, graduating Belarusian schools and studying in universities, borders between studying and civic activities, between EHU and Belarusian NGOs, private enterprises and state bodies, borders between low residence and high residence students, EHU students and alumni etc., which will be described in detail below in this report.

One of the possibilities, that enable EHU to be the leading, moreover, still the only forth of borders transcending on Belarusian skyline, is the possibility, with which it provides its students from the first days of its existence, and with renewed vigour and new methods – after its removal to Vilnius – the possibility of choice, freedom of thinking, diversity of training forms and other kinds of activity, of implementing their own ideas and creative potential. Moreover, such a choice is not just declared by EHU, but is provided via its forms of education, methods used in training, forms of organizing of student projects competitions and supporting their implementation etc.

Another EHU feature, which can be considered exclusive, is the work of the University in the sphere of the Liberal Arts, not only very different from post-soviet education system inherited by Belarus, but also from the main trends in European education. Liberal education is not contrary to the classical subject approach, deep professional training, but its specificity helps greatly to implement synergy of professional teaching and free thinking for forming of a conscious and democratic citizen, understanding and consciously interpreting the processes in society, able to evaluate his place in society, as well as to analyse the behaviour and ideas of other actors - government, compatriots - without which it is impossible to create the resonant public - the foundation of civil society.

EHU makes possible to get in touch with freedom of choice, free thinking and liberal education not only for its students, but for students of other Belarusian universities and secondary schools - through the activities of the Propilei Center, - as well as for faculty from Belarus, which has not enough room for free development of their potential - by providing them with jobs and good platforms for teaching and realization of their projects.

To fulfil its potential, EHU has chosen the path that, on the one hand, is the only possible for active influence on Belarus in actual situation, and on the other - perfectly meets the concepts and approaches inherent in European politics - a networking approach and a soft power approach. By creating a network of institutions, both permanent - Alumni Association, the Propilei Center, the tutoring network, and ad hoc - for one-off events implementation, as well as maintaining face-to-face contact and supporting

them through distance education, communication of EHU students with pupils at schools and with students of Belarusian universities, as well as through the implementation of scientific and creative student projects aimed at critical issues of Belarusian society, carried out in cooperation with the Belarusian organizations, EHU does not create hotbeds of political tension, but softly involves and engages to the world of pluralism, democratization and Europeanization large numbers of Belarusian youth, and together with them - their parents, relatives and friends.

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. 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) 2015–2016.

INSTITUTIONAL DEVELOPMENT

The University entered its eleventh year in exile from Belarus following the path of structural changes, started in the previous AY and continuing reorganization effected by the revision of its statutes, changes in the governance structure of EHU, as well as the results of accreditation, requiring the improvement of strategic planning, contributed to the adoption by the leadership of EHU of important decisions related to the actions, which should help to achieve a new comprehensive qualitative level of development.

The AY 2015-2016 started with 208 employees, including 158 faculty, and 50 administrative staff, 13 employees in administration and support staff, and the rest in the academic administrative staff. The reorganization of the previous AY brought faculty hiring and personnel policies into alignment with the norms and laws of Lithuania. This year started from the changes in the EHU administrative structure, which are expected to make the EHU structure flatter, less hierarchic, more appropriate to the University size, more mobile and not so expensive in terms of financial resources. Respectively, the AY started with the Order by the Rector "On the Abolition and Creation of New University Units" (№ 01-179 of 25.09.2015) issued on the basis of Decisions of the Governing Board (meeting minutes № 20-06 of 3-4.06.2015) on the approval of the new administrative structure of the University.

According to the Order, the following changes have been made:

1. The name of Vice-Rector for Academic Affairs was changed on "Chief of Academic Affairs", the name of Vice-Rector for Administration and infrastructure - on "Chief of Administration" with the preservation of the former functions.
2. Academic Secretariat, Foreign Language Center, Department of International Relations, Center for Language and Preparatory Training, Publishing House, Sector of Research, Planning and Quality Control Department, Secretariat, Department of Development and Communication, as well as a position of Vice-Rector for Development and Communications, were abolished.
3. Rector's Office, Academic Development Unit and Core Curriculum Center were established.

The new EHU structure table is available online on the University website, <http://www.ehu.lt/en/about/leadership/structure>.

These changes, together with the changes, managed in the previous year, are to bring 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; a new distribution of responsibilities between the administration and Senate Committees, transforming these structures from line units to functional units.

There were some changes in the Governing Board. On January 21-22 an official EHU Governing Board meeting took place in Vilnius. During the meeting it was announced, that the Government of Sweden appointed Prof. D.Tarschys to lead an official inquiry into the governance of migration issues. This necessitates Prof. D.Tarschys' stepping down from the Chairmanship and membership on the EHU Governing Board. Anne Lonsdale, a long-standing member of the EHU Governing Board, was brought forward and endorsed by the Board to serve as Acting Chair until a permanent appointment of a new Chair can take place during the next meeting of the EHU Governing Board in June 2016.

On February 23, 2016, EHU GAPO voted to endorse the membership of two new candidates for the EHU Governing Board: Lithuania's Ambassador-at-Large for Eastern Partnership Dr. Žygimantas Pavilionis and UN International Fund for Agricultural Development (IFAD) ex-President Lennart Båge.

EHU continues to fulfil the Plan of Implementation of Recommendations as set out in the Institutional Evaluation Report (SKVC, 2014). It is available online on the University website:

[http://www.ehu.lt/files/Implementation%20of%20Recommendations%20as%20set%20out%20in%20the%20Institutional%20Evaluation%20Report%20\(SKVC,%202014\).pdf](http://www.ehu.lt/files/Implementation%20of%20Recommendations%20as%20set%20out%20in%20the%20Institutional%20Evaluation%20Report%20(SKVC,%202014).pdf)

A process of redefining the strategy of EHU was initiated through an order by the Rector on April 29, 2015. Governing Board of EHU was constantly kept informed on the progress of this process.

The Strategic Planning Committee, established on April 29, 2015, was and is responsible for the developing of the Strategic plan of EHU. The committee was divided into 2 task forces with a defined number of specific tasks. Each task force has been meeting approximately every two weeks and the entire Strategic Planning Committee also met on a regular basis. The Strategic Planning Committee has developed a detailed time plan for the process. The two task forces have also carried out a SWOT and a PEST analysis, the results of which were presented to the Governing Board and to the Senate in January, 2016. In addition, a new mission statement had been developed in consultation with the faculty, administrative staff and students. The Strategic Planning Committee elaborated the EHU Strategic Plan draft for 2016-2021, which was presented to the EHU faculty, staff and students by the EHU Rector Prof. D.Pollick at the EHU Senate meeting on March 2, 2016. At the moment the project is discussed, refined and preparing for final approval. Action plan which follows the Strategic plan is under development and will be ready by June, 2016.

Many positions in the Plan of Implementation of Recommendations are carried out due to the initiative and active work of the EHU **Senate**.

The Senate is composed of all University faculty working at the University under employment contracts of at least 27 hours per week (46 Senate's members) and 5 student's representatives.

The work of the Senate is conducted in accordance with the approved plan. During the reporting period there were 6 Senate's meetings, which considered more than 30 issues. Questions to be discussed and approved by the Senate were prepared beforehand by four Senate Committees, which gather at their meetings monthly.

Among issues considered the most important were:

- Academic departments' reports on the quality of academic courses and study programs.
- On signing the Magna Charta Universitatum.
- Report on the 2014/2015 Admission campaign.
- On the publishing policy of the University.
- On the results of EHU SWOT and PEST-analyses.
- On the Core Curriculum committee work.
- EHU Strategic Plan draft for 2016-2021.

The Senate within its authority has approved 10 different normative documents. Among them:

- Amendments to the Regulation on the order of BA and MA theses preparation, defence and storage at EHU.

- Regulation on the editorial and printing activities at EHU and annexes to it.
- Amendments to the Regulation on the EHU student practice.
- Regulation on EHU students and employees international mobility.

In addition, during the reporting period, the Senate's Committees discussed and prepared for the Senate approval a number of other crucial issues, prepared drafts of respective documents and submitted them to the Senate:

- Academic Policies and Standards Committee: On the Quality Manual and the further development of EHU quality management system.
- Curriculum Committee: New Models of Curricula including Core Curriculum conception and its implementation.
- Faculty Development and Research Committee: EHU Research Regulations.
- Academic Planning and Admissions Committee: Student's participation in EHU activities.

The Senate decisions on them will be taken in the second half of the current academic year.

All the time the Senate worked closely with the managing level of the University, the University Council, as well as the Governing Board. The Rector permanently informed the EHU faculty at the Senate's meetings about the current state of affairs in the University.

EDUCATION AND RESEARCH

EHU began the AY 2015-2016 with 1071 students. By the beginning of the Academic Year 210 new students were admitted, 33 students graduated from the University Masters' Programmes in February, 2016. Despite the challenges of a large-scale reorganization that took place during the previous AY, the University was able to carry out its academic activities without significant disruptions.

For *details and statistics on students*, see [Tables 1.1. – 1.7.](#) and [Tables 2.1. – 2.2.](#) in the List of Tables.

During the first half of the AY 2015–2016, EHU continued its efforts on *education quality improvement* as its main priority. Study Programs “Cultural Heritage and Tourism”, “Visual Design and Media”, “Media and Communication” (all 1st cycle), “Cultural Heritage” and “Business Administration” (all 2nd cycle) successfully passed the official re-accreditation process, study Program “International Law and the EU Law” (integrated) passed the self-evaluation procedures, had the meeting with the International Accreditation Commission and currently is waiting for the evaluation results.

Professional development of faculty is another EHU priority. During the reporting period, the EHU Distance Learning Center conducted a training course for EHU teachers and staff “Performing calculations in spreadsheets for administrative and educational purposes” and 3 training seminars.

Further *improvements were implemented in curricula*—a new course “Language and Thinking” (3 ECTS), which was introduced for first-year high-residence students in the previous AY, in the AY 2015-2016 was introduced also to the low-residence students. The classes were delivered for 5 students' groups in face-to-face mode, with active participation of the tutors. Then the students continued their work on their essays in the remote mode, working individually, in small groups, with the tutors' help and in on-line communication with their teachers.

The *tutoring network building program* began at EHU in September, 2015. On September 14-19, the first seminar on “Tutoring low residence students” was organized. The program of the workshop was compiled on the basis of the program of seminars and workshops conducted for the tutors at Bard College, and agreed with Bard College Learning Commons Director, Visiting Associate Professor of Writing Jim Keller. In the first part (first two days) of the seminar students became acquainted with the American tradition of tutorage, working by a technique developed in the course of "Writing and Thinking" with texts, presented by Jim Keller. In the second part of the seminar - the "practical" part – the tutors took part in the Language and Thinking classes with low residence freshmen, and further continued communicating with them via Moodle (advising on writing the final essay). Sixteen 2nd-4th year students participated in the seminar on “Tutoring low residence students”, including seven low residence students and nine high residence ones.

On October 1-5 the second workshop for tutors, conducted by Jim Keller and Evgenia Glazanova (Associate Professor of interdisciplinary studies in the field of languages and literature, Ph.D., Smolny College, St. Petersburg State University) was organized. Fourteen high residence students took part in the workshop. After the workshop, the tutors participated in the Language and Thinking classes for high residence freshmen, and further continued communicating with them face to face (advising on writing essays). As a result, by the end of October, there was built a group of 25 active tutors, including 7 low residence students and 18 high residence ones.

During the “Language and Thinking” session for high-residence students (October 1-10) all the teachers of the course had their professional development in the form of Workshop for the “Language and Thinking” Faculty and Tutors (October 1 -5). It was conducted by Prof. Jim Keller and Assoc. Prof. Evgenia Glazanova.

Professional development of the EHU faculty in the domain of teaching methodology continued on March 7-11, 2016 at the Integrated Curriculum Workshop, conducted by Bard College visiting professors Deirdre d'Albertis, Professor of English & Literature Program Director, and Peg Peoples, Director of the Institute for Writing & Thinking, as well as by Smolny College, St. Petersburg State University visiting professors Denis Ahapkin, head of the “First year seminar” program, and Evgenia Glazanova, Associate Professor of interdisciplinary studies in the field of languages and literature, and with participation of American University of Central Asia, represented by Josef Hoffmann, Professor of Liberal Arts.

A new unit – Core Curriculum Center – started its activity on transformation of the EHU liberal arts training system. One more innovation in the EHU education process in the reporting period was the *launching of the Foundation Year* to improve the students' level of English language skills, the development of critical and analytical thinking and the capacity to maintain project activities.

Academic Department of History

The Academic Department of History aims at educating an open minded, active personality, expert in historical culture, who is able to apply gained knowledge and use cultural heritage resources for the needs of contemporary society. Research and studies in the field of cultural heritage, carried out by the Department, mean revoking of the past in the contemporary society. This challenge can be met while devoting to critical and interdisciplinary approaches and focusing on many layers of cultural heritage in the research and study activities. The main goal of the Department is education of students with the general aim of academic growth and the ultimate development of experts in heritage and tourism

sphere on the bachelor level - 1st cycle study program "*Cultural Heritage and Tourism*" (this year title of the program was changed from "*Cultural Heritage*" to "*Cultural Heritage and Tourism*"). Deeper studies of historical and cultural heritage on master level are suggested by the Department too (2nd cycle study program "*Historical and Cultural Heritage*"). The first cycle study program "*Theory and Practices of Contemporary Art*", also carried out by the Department of History, is closed for enrolment.

This Academic Year the Department of History started with much worse enrolment results, than they used to be in previous years: at the 1st cycle program "*Cultural Heritage and Tourism*" 14 students for high residence study mode and 7 students for low residence study mode were enrolled. Taking into consideration, that only 21 student was enrolled for the program in total, in order to save costs a blended-learning mode of studies was applied: the students of both modes of studies are united on the single supporting platform within the Moodle environment and the students of both modes carry out their control activities as a single group. 11 students were enrolled for the 2nd cycle program "*Historical and Cultural Heritage*".

In the framework of students' recruitment, to improve its results in the worsening demographic and economic situation in Belarus, the Department took part in organizing the Contest in Belarusian Studies, which was dedicated to the history, language and culture of Belarus. Also, the Department offered a distance course "*Cultural heritage and tourism*" for prospective students of the EHU (lect. N. Charapan). Furthermore, the Department took an active part in the Master's Colloquium organization.

In general, the Academic Department of History started the AY 2015-2016 with 82 high-residence and 101 low-residence students, studying at the Program "*Cultural Heritage and Tourism*"; 11 low-residence students of the BA "*Theory and Practice of Modern Art*" Program; 19 students, studying at the MA "*Historic and Cultural Heritage*".

In the AY 2015-2016 6 students graduated from the MA Programme "*Historic and Cultural Heritage*".

In late spring 2015 the study programs "*Cultural Heritage and Tourism*" and "*Historical and Cultural Heritage*" went through the re-accreditation process. In October, 2016 the official results of the reaccreditation were announced.

"*Cultural Heritage and Tourism*" program was accredited for 3 years. It was considered, that the program aims and intended learning outcomes were well defined, but the intended learning outcomes and their links with the program study courses were described in a too generic manner. The aims and intended learning outcomes were based mainly on the needs of tourism labour market; however the field of heritage studies needs further development.

"*Historical and Cultural Heritage*" program was accredited for 6 years. It was considered that the program aim and intended learning outcomes are generally well articulated and communicated. The intended learning outcomes need to be reviewed to take better account of actual skills developed in the program (external experts discovered, that actually this program enables to develop more complex competences, than it was stated in the self- evaluation analysis).

The development of distance learning courses of a new type (recording video lectures, video technique recommendations, etc.) was carried out within the framework of the work on the course "Historical and cultural regions of Belarus and Lithuania: tourist and recreational potential" (5 ECTS) by Lecturer V. Blishch.

Professional qualification of the Department's faculty was mainly improved by participating in quality improvement events in the EHU. Lecturers of the Department improved their pedagogical qualification by participating in a series of seminars "Writing and Thinking" focused on the critical role of writing for both teaching and learning. Also, they participated in the qualification courses dedicated to distance-learning methods and technologies, which were organized by the EHU Centre of Distance Learning.

Scientific qualification was improved by studying on the PhD studies programs (lect. N. Charapan, in Vilnius University), gaining the second diploma of the 2nd cycle studies (Assist. I. Beliatskaya). Scientific internship was also carried out by Assoc. Prof. A. Chernyakevich (Erasmus Mundus Program, PhD studies' internship, University of Poznań, Poland, Faculty of Political Sciences; research topic: "Poland in the Ideology and Programs of Belorussian Political Parties and Organizations"). The internship included a number of lectures on the topic under research in the above mentioned University. Prestigious scholarships for scientific research were awarded to Lect. S. Stureiko (Thesaurus Poloniae, Krakow, Poland) and Prof. I. Romanova (La Fondation Maison des Sciences de l'Homme, Paris, France) in autumn, 2015.

Academic Department of Law

In the AY 2015-2016 the Department delivers the Integrated Program "*International Law and EU Law*". Simultaneously, the Department has begun the process of finalizing of the BA Program "*International Law*" and the MA Program "*International Law and the EU Law*".

The Academic Department of Law started the AY 2015-2016 with 69 high residence and 78 low residence students, studying at the Integrated Program "*International Law and the EU Law*"; 21 student, studying at the MA "*International Law and EU Law*". There were 16 students enrolled at the Integrated Program "*International Law and the EU Law*". Respectively, the department established the blended learning format synchronizing low-residence and high-residence study programs (4 years for both modes) and teaching both forms as one big group (or two small groups, depending on the assignments).

The main challenge for the Department is the decreasing of number of applicants. The Department thoroughly analysed the causes of the decreasing of number of enrolees and worked out the draft list of measures of resolving the problem.

EHU has faced an extraordinary drop of the number of applications for all programs and forms of education in 2015. It is important to bear in mind that there are many factors that led to the current situation. Some are objective and reflect social and economic trends in Belarus. Thus, it is not only EHU that faces them, but also other universities in the region. So, it is necessary to take into account the objective factors that EHU cannot change, and to highlight the factors that could be changed by the University.

Facing the re-accreditation terms, in autumn of the AY 2015 – 2016 the Academic Department of Law was carrying out the self-evaluation of the Integrated Program "*International Law and the EU Law*". The set of documents was presented to the EHU Senate and submitted to the Center for Quality Assessment in Higher Education (SKVC) on November 30, 2015.

The self-evaluation proved that the two-year period of the new Program "*International Law and the EU Law*" teaching confirmed its relevance and prospects. On the other hand, the development of the Program requires its changes and improvements. Thus, the program needs to be more flexible in the

form of integrated studies, to ensure the linkages between separate disciplines, formats the educational modules that combine related disciplines, to provide a closer cooperation between the teachers in the preparation of the courses. A proposal for an adjustment of the curriculum will be presented to the EHU Senate by the Academic Department of Law in May, 2016.

Professional qualification of the Department's faculty was mainly improved by participating in quality improvement events in the EHU. Lecturers of the Department improved their pedagogical qualification by participating in series of seminars "Writing and Thinking" focused on the critical role of writing for both teaching and learning. Also, they participated in the qualification courses dedicated to distance-learning methods and technologies, which were organized by the EHU Centre of Distance Learning.

The Department pays much attention to the support of young researches, students, graduates and teachers that obtained recently their PhD. In the AY 2015-2016 the Department continued a new form of supporting its faculty in its research activity – the Doctoral Seminar. In the frame of Seminar the faculty discusses the research work of teachers preparing their PhD thesis.

One of the most essential forms of collective research work within the Department is the activity of the Center for Constitutionalism and Human Rights, launched in 2012. Activities of the Center are focused primarily on research, monitoring and consulting in the sphere of establishing constitutional law and order, the system of legal values and securing human rights in East-Central European and CIS states, as well as assisting the Department in preparing legal professionals in constitutional relations and human rights in the region. The Center activities aim at fostering development of legal culture and establishing the legal state and civil society institutes in Belarus, Moldova, Russia, and Ukraine, among other CIS states, via implementing the activities in three fields:

- educational: as part of EHU academic programmes, the Center participates in teaching practical aspects of the international protection of human rights and securing constitutional law and order to EHU students;
- practical (applied): the Legal Clinic as a part of the Center provides such activities as legal advising and consultations for the residents of Belarus and NGO; monitoring Belarusian legislative changes, sharing the information about the legislative changes in the framework of Europeanization, organizing joint workshops for EHU students and Belarusian civic activists as face-to-face activities and via Internet on-line platform interlinked with websites of leading Belarusian human rights groups; providing internships for EHU law graduates at Belarusian Human Rights NGOs; providing assistance to the applicants to the European Court of Human Rights and assisting advocates and lawyers in preparation of domestic cases; monitoring the situation in the sphere of constitutionalism and human rights in the UN Human Rights Committee, East-Central Europe and CIS states, as well as acts as *amicus curiae* in the European Court.
- research: on a regular basis, the Center studies and examines the situation with constitutional law and order, as well as legislation containing the norms on human rights in East-Central Europe and CIS states. It provides recommendations on developing legislation and legal practices across the region, bringing them in line with European and other international legal standards.

The results of the theoretical and applied studies of the Department faculty and of collaborative researches with scholars from many states, are disseminated via "Journal of Constitutionalism and Human Rights" (partners – Council of Europe, Department of European integration of National Academy

of Public Administration of Ukraine, Department of European Law of RHHU (Moscow, Russia), Centre "Sutiashnik" (Russia)), published by the Centre. For publishing students' research results the Department developed the students Journal "Jus Gentium" (chr-centre.org) as the good platform for the students' research work and academic initiatives.

As for the new forms and modern types of the Department educational offer, negotiations to launch a joint master's program in Law with Taras Shevchenko Kyiv National University (Kyiv, Ukraine) were completed in 2015. At the moment the department is developing the set of documents for accreditation of the program. The submission of the documents to the respective bodies for its accreditation is scheduled on July, 2016. Such program will create a good opportunity for advertisement of EHU in Ukraine.

Also the Department is working, together with a Ukrainian travel agency "Ukrainian Exchange" on the establishment of special agency for recruitment in Ukraine and Russia.

In September, 2015, the department signed the Agreement with the Institute of Law (Vilnius, Lithuania) to establish a joint PhD program in Law. Currently, the department, together with the Lithuanian colleagues, is preparing the documents for the registration. The registration is scheduled for autumn, 2016.

At the same time, the Department finalized the negotiations with Padua University about launching of the joint PhD program in Human Rights and Public Administration.

Another important step for the Department development was the improvement in accordance with the EACEA comments and second submission to the European Commission Education, Audiovisual and Culture Executive Agency (EACEA) of the Project "Teaching the European Transnational Constitutionalism inside and outside the EU / TETC", Erasmus+ Jean Monnet Activities: Jean Monnet Chairs. The results of this call will be announced at the end of July, 2016.

Academic Department of Media

The Academic Department of Media started the AY 2015-2016 with 126 high-residence and 167 low-residence students, studying at the BA program "*Media and Communication*"; 96 high-residence and 177 low-residence students of the BA program "*Visual Design and Media*"; 36 students, studying at the MA program "*Cultural Studies*". The number of students, enrolled: 41 - at the BA program "*Media and Communication*"; 44 - at the BA program "*Visual Design and Media*"; 23 - at the MA program "*Cultural Studies*".

Six students graduated from the MA program "*Cultural Studies*" in the AY 2015-2016.

Two 1st cycle Programs - "*Visual Design and Media*", and "*Media and Communication*" passed the re-accreditation by the Center for Quality Assessment in Higher Education (SKVC) and were accredited for 3 years. The Accreditation Commission, consisting of international experts, made a number of recommendations for the programs improvement till the end of 2017.

One of the most serious and difficult-to-improve remarks of the Commission concerns the material base for the BA program "*Visual Design and Media*". The managers of the program have compiled a list of the

required equipment for the improvement of the material base and necessary activities for the organization of a permanent student access to computer classes.

Professional qualification of the Department's faculty was mainly improved by participating in quality improvement events in the EHU. Lecturers of the Department improved their pedagogical qualification by participating in series of seminars "Writing and Thinking" focused on the critical role of writing for both teaching and learning. Also, they participated in the qualification courses dedicated to distance-learning methods and technologies, which were organized by the EHU Centre of Distance Learning.

Enhance of international cooperation of the Department is organized via participation in the ERASMUS+ exchange programs for teachers and students. To expand international cooperation, the Department also proposes to apply for membership in the International Association of Design Schools CUMULUS. However, this implies additional costs on the part of the University for Membership Fees (€ 1,000 per year).

In the current Academic Year a Cooperation Agreement with the Vilnius College of Technology and Design was signed. The cooperation has already started with the practical classes in printing in silkscreen technique.

In the previous AY a discussion of forms of cooperation between the BA "*Media and Communication*" and the newly created EHU portal *The EHU Times* (<https://ehutimes.com/>) started. The aim of the discussions was to create of *The EHU Times* training platform for students who wish to engage in journalism, as well as to make the student and academic life in Belarus and EHU more visible, to create conditions for the integration of students and teachers in the Lithuanian community. In December of the AY 2015 - 2016, the editorial board for *The EHU Times* portal was created, composed of *The EHU Times* Chief Editor, *The EHU Times* Site Editor and the faculty representatives of the BA program "*Media and Communication*". *The EHU Times* draft concept, which was to allow the systematic integration of the educational process and the work of the portal, was developed. At the moment, the students have their practice at *The EHU Times*, along with other portals of Delfi.lt and Belarusian Internet editions.

Academic Department of Social and Political Sciences

The Academic Department of Social and Political Sciences started the AY 2015-2016 with 17 high residence students, studying at the BA program "*World Politics and Economics*"; 8 low residence students of the BA program "*Political Sciences and European Studies*" (closed for enrolment), 23 students, studying at the MA "*Public Policy*", 8 students, studying at the MA "*Existential Psychology*" (the second year of studies). The number of students, enrolled at the BA program "*World Politics and Economics*", is 15; at the MA "*Public Policy*" is 17.

In the AY 2015-2016 5 students graduated from the MA program "*Public Policy*".

The major Department development areas in the first half of the AY 2015 – 2016 are:

- improvement of the Political Sciences programs;
- multiplying the international research activities;
- sustaining the research cooperation with Belarusian stakeholders;
- continuing the cooperation with International stakeholders.

Concerning the first area, work of the Department in the reporting period has been focused on the launch of the BA program "*World Politics and Economics*", development of new courses – “Political Ideology”, “Political Systems”, “Global Politics” in the Russian and English languages, as well as on the work with new faculty members: Lecturer Kevin Reiling and Associate Prof. Alexander Kovalev.

Also, there was a great work made to create the necessary legal basis for the students of the BA program "*World Politics and Economics*" to study in Kaunas (VDU) at the second and third years of studying. As a result, in February, 2016 the Agreement between EHU and Vytautas Magnus University was signed by their Rectors.

Concerning the second area, the Department started implementation of two international projects (C.O.N.T.A.C.T.: Creating an On-line Network, monitoring Team and phone App to Counter hate crime Tactics. JUST/2014/ACTION GRANTS/European Commission, coordinator - University of Cyprus, 2015-2017, EHU team: Chulitskaya T., Ivanou U., Sasunkevich O., Stsiapanau A.; HoNESt – History of Nuclear Energy and Society, Funded by Horizon 2020/Euratom, coordinator from EHU Stsiapanau A.).

Department faculty continued to present actively their scientific achievements at international arena, as well as to participate in international research networks:

- Professor T. Schittsova made a presentation at the international conference «Erde - Wohnen - Natur. Eugen Fink über die physis des Menschen als ens cosmologicum " (November 5-6, 2015, Prague).
- At the reporting period Professor T.Schittsova permanently participated at the organizing committee (selection of applications, formation of the program) of the international conference held jointly by the American Society of East European and Eurasian Studies (ASEEES) and the International Association of Humanities (MAG), which will take place on June 26-28, 2016 in Lviv, Ukraine (www.aseees.org/summer-convention).
- Professor T.Schittsova became a member of the international interdisciplinary network *The Humanities Forum (FORhUM)*.

Concerning the third area, the Department faculty have taken and are taking part in following research and educational activities and projects:

- T.Chulitskaya and A. Stsiapanau continue to cooperate with the SYMPA Program (<http://sympa-by.eu/en>) and took part in educational sessions of the Program.
- T.Chulitskaya and I.Romashevskaya completed the distance learning course program for SYMPA students. This online course is a joint product of SYMPA/BIPART and the Department of Social and Political Sciences of European Humanitarian University. It complements the regular program of the School of Young Managers in Public Administration (SYMPA). Over 12 weeks the participants learned theoretical concepts and practical cases in public administration, public policy, ethics, transparency, and gender-based and human rights-based approaches to public administration. As a result, successful graduates received 3 credits in the ECTS system.
- Faculty continued to participate in the traditional international Congress of Belarus researchers (Kaunas, October, 2015).
- Lecturer Vladislav Ivanov took part in the III International Congress "The library as a cultural phenomenon" (October, 2015).

Concerning the fourth area, the work was carried out in two main directions:

- Continued cooperation with the Belarusian diaspora in England, in particular with Skarinovsky Library and the “Batskaushchyna” Foundation. Lecturer Vladislav Ivanov continued the project “Belaruskiya složniki”, and held a public lecture on the topic “Let’s Swear on Belarusian” (sociolinguistic analysis of Belarusian offensive vocabulary, London, March, 2016).
- Continued cooperation with the Konrad Adenauer Foundation. In the reporting period the Contract was signed and the preparation of the first collection of the best political science Bachelor's and Master's Theses of the Department Programs started. Lecturer Vladislav Ivanov participated as an expert in the Foundation project “Public Speaking” for the leaders of political parties in Belarus.

Professional qualification of the Department’s faculty was mainly improved by participating in quality improvement events in the EHU. Lecturers of the Department improved their pedagogical qualification by participating in series of seminars “Writing and Thinking” focused on the critical role of writing for both teaching and learning. Also, they participated in the qualification courses dedicated to distance-learning methods and technologies, which were organized by the EHU Centre of Distance Learning.

Center for Business Education

The Center for Business Education started the AY 2015-2016 with 26 students, studying at the MA program “*Master of Business Administration*”. In the reporting period graduation of two intakes of the “*Master of Business Administration*” program took place. In October, 2015 eight participants of MBA-VIII intake graduated. According to the results of studying Yury Panamarou was recognized as the best student of the program. In March, 2016 eight participants of MBA-IX intake graduated. According to the results of studying Evgeny Cherepovich was recognized as the best student of the program.

In the AY 2015 – 2016 the “*Master of Business Administration*” program passed the re-accreditation by the Center for Quality Assessment in Higher Education (SKVC) and was accredited for 3 years (15 points).

But because of financial problems of the program and reduction of number of students in the AY 2014-2015, in October, 2015, there was taken the decision to close the “*Master of Business Administration*” program. That is why now only the students admitted at the previous AY finish their studies; new intakes are not done in the AY 2015 - 2016.

Distance Learning Center

In the first half of the AY 2015-2016 the EHU Distance Learning Center worked in the following main directions:

- Professional development of EHU teachers and staff.
 1. During the reporting period, DLC staff developed and conducted a training course for EHU teachers and staff “Performing calculations in spreadsheets for administrative and educational purposes”, (1 credits, ECTS), (January 25-28, 2016), the number of participants was 10, all participants received certificates.
 2. DLC staff conducted 3 training seminars:
 - 2.1. Online workshop “Changes and new features in Moodle 2.9” (December, 8-10, 2015). The number of participants was 8.

- 2.2. "Use of BlueJeans service for online training" (for the teachers of BA "Visual Design and Media", January 29, 2016). 4 teachers participated in this workshop.
- 2.3. "Organization and methodical features of blended learning in EHU" (February 3, 2016). The number of participants was 6.

- Support for EHU teachers working with LMS Moodle.

During the reporting period, DLC staff held 114 consultations *using various methods*. Consulting the faculty was carried out both as in-person interaction and in a remote mode. In-person interaction was held on face-to-face internal meetings in Minsk and Vilnius, as well as using Skype and Blue Jeans, remote communication – via mobile and landline phones and e-mail. Thus, the faculty consistently received timely and comprehensive answers to questions arising in the course of their work. As for the forms in which the DLC support was provided, it is worth to mention developing instructive materials (written and video), screen demonstrations, verbal explanations at the faculty request for support, assistance in transferring materials and activities from one learning space to another, correction of items settings, embedding a content from other Internet sites etc.

Breakdown and analysis of questions, the faculty was interested in, is presented in [Tables 3.1. and 3.2.](#) in the List of Tables.

The number of consultations on the following issues has not changed:

- Development of programs and annotations (these questions are related to a flaw in the activities of academic departments curators, to the lack of their support of the faculty in calculating distance courses load and proper shaping of the programs content).
- Placing and editing resources of the course (these consultations are mostly related to the issues of placement of materials, embedding of a large amount of educational material posted on other web sites or necessity of correcting the display of resources, which demands higher skills in information technology than the faculty usually have).
- The organization of work in the course and online classes (questions of this group arise constantly because of faculty changes, changes in composition and size of students' groups, testing of new forms of online lessons and group work organization, new methods of monitoring the activities of students in distance courses).

It is worth to pay attention to some increase in the proportion of questions related to the development and redesign of courses, because this category demonstrates the fact of increasing the number of new courses, the active faculty work on updating their content and toolkit. At the same time, the number of questions on setting of course elements parameters decreased, which is a visible indicator of faculty's accumulation of experience, their growing maturity in applying Moodle. But so far there are frequent errors in configuration of the Moodle elements and resources, related to the Moodle increasing complexity and its annual updating.

The questions related to the videoconferences organization practically ceased due to the fact that all the faculty interested in the issue (unfortunately near 80% of the faculty are not interested in these issues) received training in Blue Jeans at the respective practical seminars or got help during individual consultations. Moreover, the DLC and has developed a guide for teachers on work with Moodle system.

- Certification of the development and tutoring of the EHU undergraduate and graduate online courses.

The EHU DLC staff continues to organize the certification of the development and tutoring of the EHU online courses.

As for the certification of the online courses development, 13 newly developed master's degree courses and bachelor courses were certified during the reporting period.

Concerning the certification of the tutoring in bachelor online courses, 101 bachelor online courses were certified during the fall semester of the academic year 2015/16.

- Development of a new generation of distance learning courses.

The specialists of the Center together with the EHU faculty developed 5 new distance courses containing modern media and video training materials for students.

The specialists developed for these courses the following media and video materials:

Media and Video Materials	Number	Duration
Methodical recommendation	40	145 min
Course intro	7	60 min
Lecture	30	489 min

Altogether it constitutes about 11,5 hours of all media and video materials of all kinds.

- Technical tasks.

DLC staff created new platforms for new courses, reset/open/close/archive courses, enrolled teachers and students in courses from file before the new semester.

At the beginning of the semester, DLC staff checked whether the course annotation were present in each course.

Throughout the fall semester, DLC managed global groups (on base separate order), registered new users in Moodle, prepared reports and selections (on base Moodle date).

During the reporting period, DLC specialists have solved problems for support LMS Moodle (found and fixed problem with viruses in Moodle, changed site design after reloading templates from Moodle, changed /added privileges for roles, etc.)

Core Curriculum Center

The Core Curriculum Center was created in this AY and the reporting period was the very beginning of its activity. Its creation was evoked by the necessity of complete revision of the EHU Core Curriculum, caused by the challenges that face the world, the humanities, the liberal arts education nowadays; by new, compared to the beginning of the EHU activities, state of society where the EHU graduates start

their work as experts. The changes are also caused by awareness that becoming well educated is not so much the acquisition of professional knowledge and skills, but competencies necessary for a full and dynamic life. Adaptability and flexibility are critical characteristics of a well-educated person. Professional and labour markets increasingly rely on multi-disciplinary skills and competencies, combined organically with modern knowledge and creativity.

For EHU, in particular, a liberal arts education is intended to promote democratic social transformations in Belarus (and the region) through the direct application of Western socio-cultural patterns to historical and social contexts. Comprehensive analysis of the post-Soviet tradition and a thorough study of the possible methods of cultural translation of European values into the languages of regional social practices can become an important factor to ensure that transformation processes are systemic and efficacious.

So, the Core Curriculum Center launch could be regarded as a part of the crucial EHU Core Curriculum Project. The project started from the creation of the Core Curriculum Committee, consisting of prominent representatives of the faculty of all the departments and students' representatives, headed by the EHU Rector Prof. D.Pollick (Order by the Rector №01-137 of July 9, 2015). The main goal of the Core Curriculum Committee is to develop the new concept of the EHU curriculum for teaching Humanities and Social Sciences that, without any rivalry with professional education, could supply the EHU graduates with common for the representatives of all the programs knowledge and skills, that are necessary for a citizen of the modern world with its complicated interrelations and non-linear changes and challenges. In other words, the goal of the Core Curriculum transformation is to provide students with a common educational curriculum that embodies the deepest values of the EHU education and prepares them for academic success throughout their years at EHU and beyond. The curriculum will be submitted as part of the re-accreditation self-study in 2017.

In the reporting period the Core Curriculum Committee worked together with Department Heads, Senate, and faculty of the Core Curriculum Center to develop the concept of the renewed curriculum and to create its structural outlines.

The result of this joint work was presented by the Rector at the EHU Senate meeting on March 30, 2016 in a form of a report on "Progress on the Core Curriculum Concept" and a draft of the EHU Core Curriculum Concept. The concept of the Core curriculum will be approved by the University Council in April, 2016 and the implementation process will start.

In the second semester of the AY 2015-2106 the Core Curriculum Committee and the Core Curriculum Centre should refine the concept and develop specific formats for its implementation, as well as ensure amendments to the work plans of all the EHU Programs.

Research

Senate Faculty Development and Research Committee, together with the newly established Academic Development Unit continued the process of coordination of research activities including the preparation of the Regulations on Research activities in EHU in the spheres of development and management of publishing policy, students' research, working out of EHU policy on research projects, research priorities, decision-making in publishing activities, support for postgraduate research and other related spheres.

Planning its strategy for the AY 2015-2016, Senate Faculty Development and Research Committee focused its attention, first and foremost, on the further development of EHU Regulations on Research activities and, for this purpose, monitoring the international experience of Universities management and policy building in the research sphere.

The draft of the Regulations on Publishing Activities of EHU was presented to the Senate in November, 2015.

In October, 2015 - March, 2016 the following articles of the Regulations on Research Activities were developed: "Structure of Research Activities", "Types of Research Activities at the University and Their Institutional Support", "Means of Presentation and Dissemination of Research Results", and "Faculty Mobility and its Support".

In March, 2016, according to the new Regulations, the Editorial and Publishing Board was established. The established Board will monitor the publishing policy and management of publishing activities, including EHU periodicals. The Regulations on Publishing Activities and Regulations on the Editorial and Publishing Board, as well as the Regulations on Research Activities now are still under development.

In January 2016, the project on monitoring of EHU Student Research was initiated. This project comprises such activities, as collecting and analysing data about the research priorities, instruments and results of qualification works and research projects carried out by undergraduate and graduate students of EHU. The project was presented to the EHU Senate in March, 2016.

A significant part of the research activity is conducted at EHU by the following *research Institutes, Centers, and Laboratories*: Center for Gender Studies; Center for Philosophical Anthropology "Topos"; Laboratory of Visual and Cultural Research; Laboratory of Critical Urbanism; The Contemporary Art Study Center; Jewish Studies Center; Center for Constitutionalism and Human Rights.

The results of the EHU research domain during the reporting period is also characterized by carrying out of near 40 research and dissemination events of different types. The list of the activities is presented in [Table 3.3.](#) in the List of Tables.

Library and Publishing

Holdings of EHU Library in Vilnius include more than 16500 volumes (books, journals, and other documents) in Belarusian, Russian, English, Lithuanian, French, German, Italian, and Spanish languages, among others; access to hundreds of publications through the EHU e-library; subscriptions to 20 online databases (most are accessible through the Lithuanian Research Library Consortium project eMoDB.LT2); and other electronic resources. Numbers of materials were donated by Prof. Joseph W. Dellapenna and Villanova University School of Law, the Austrian Embassy in Lithuania, the Finnish Embassy in Lithuania, the Irish Embassy in Lithuania, the Swedish Embassy in Lithuania, the French Embassy in Lithuania, the Nordic Council of Ministers, Robert Bosch Stiftung and the Association of Christian Democratic Students (Ring Christlich-Demokratischer Studenten), as well as various private individuals.

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

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

Level of availability of IT places in library	Number of Library's IT working places	7
	Total number of BAHR, BALR and MA students	939
Level of availability of reading places in library	Number of Library's working places for reading	25
	Total number of BAHR, BALR and MA students	939

EHU Integrated Library Information System (ILS) is fully functional. All the library processes (excluding Acquisitions) are processed through the ILS: cataloguing, patrons' accounts, circulation, reports, etc. EHU library electronic catalogue is accessible through <http://lib.ehu.lt>.

As well as the library e-catalogue with all the pertinent information about the library is regularly updated, the library information on the EHU website was revised. The library staff is also in the process of preparing various tutorials for the users on how to use data bases, e-catalogue, on information research and retrieval etc. From the AY 2016-2017 the library staff is preparing to launch a Moodle based course *Introduction to Library*, which will hold all the essential information about the library works, information search and retrieval, paid and open access resources, citing, etc.

During this and the following AY the library staff is planning to launch an institutional repository to hold all the University staff and faculty publications as well as the electronic versions of bachelor's and master's thesis and doctoral dissertations.

As for *the EHU publishing activities*, during the first half of the AY 2015-2016 EHU issued five publications in total:

1. Мартинович В. Родина: Марк Шагал в Витебске, 2015. ISBN 978-9955-773-89-4.
2. Сагановіч Г. Грунвальд у беларускай гісторыі : спроба разбору палітычнага міфа, 2015. ISBN 978-9955-773-90-0.
3. Кодюкова И. Нескучные основы классической анимации, 2015. ISBN 978-9955-773-88-7.
4. Топос, № 1/2015. ISSN 1815-0047.
5. Беларускі гістарычны агляд, Т. 216 сш. 1-2 (40-41), восень 2014. ISSN 1392-902X.

Three of them (№ 1, 2, 5) are directly related to Belarus. Two of them are published in the Belarusian Language. By type two of them are periodicals (№ 4, 5), two - monographs (№1, 2) and one – a textbook (№3).

In the reporting period *EHU continued publishing of 5 scholarly journals: "Topos", "Belarusian Historical Review", "Crossroads", "Tsaytshrift", "Constitutionalism and Human Rights"*.

QUALITY

In autumn semester of the AY 2015-2016 two external evaluations of the University study programs were conducted. BA program “*Media and Communication*” and MA program “*Master of Business Administration*” were evaluated in November, 2015 by two teams of external experts from Lithuania’s Centre for Quality Assessment in Higher Education (SKVC). Both programs were given positive evaluation and therefor accreditation for 3 years each.

Following these two evaluations, as well as those carried out in the first half of 2015, during which three more study programs were positively evaluated (2 BA programs for 3 years, 1 MA program – for 6 years), plans for implementing recommendations, set out in the programs evaluation reports, are under development and will be presented no later than in spring, 2016. This is the first step to prepare for the next round of external evaluations of the study programs, planned for 2018.

Since the Senate is becoming more involved in the quality insurance of the study programs, the first reports of the Heads of academic departments on the quality of courses and study programs were presented in October, 2015 to the Senate. As a result, a set of recommendations for academic departments on the academic quality was developed to be implemented in the AY 2015-2016. The Senate recommendations and the plans for implementation of recommendations from study programs evaluation reports will be used for improvement of the respective study programs.

In the first half of the AY 2015-2016 the Senate began the work on *The Quality Manual* which, according to the work plan, will be fully revised and updated for the new academic year.

The traditional annual student survey was conducted in February, 2016, for the second time using the student questionnaires and survey procedures developed in the reporting period. At the beginning of AY 2016-2017 the student survey results will be analysed and presented to the Senate, academic departments and other structural units for further consideration and action. Further objectives include the development of faculty survey, as well as continued development of employers’ survey system. All the survey systems will be used for monitoring, revision, and improvement of study programs and teaching at the University.

As part of the improvement of research and academic activities, the plans for launch of the University institutional repository are worked out in the first half of the AY 2015-2016. The goal for creating an institutional repository is to open the University research for internal and external users, for the institutional repository will contain the data and full texts of faculty’s publications and bachelor’s and master’s degree thesis of students as well as books and periodicals published by the University.

RECRUITMENT AND ADMISSIONS

EHU Recruitment campaign in the AY 2015 - 2016 is designed to adjust student recruitment activities on the basis of the AY 2013 - 2014, the AY 2014 - 2015 and Shadowing visit to St Edward’s University (Austin, USA) in October, 2014 through increase of attention on most valued benefits of studying at EHU, as according the results of BHR, BALR and MA 1st year students survey:

- 1) personal attention to student,

- 2) internationalisation,
- 3) opportunity to develop own creative potential.

Thus a decision to balance proportions between narrow events, flagship activities and consultations-based approach was undertaken. Additionally Recruitment Campaign in the AY 2015 -2016 has been supplemented by ever more close cooperation with Communications and Alumni operations of EHU, given the administrative reform and merging Recruitment, Communications, Alumni, Fundraising and Development operations under the umbrella of Rector's Office. *Structurally* campaign is supervised by Rector with regular reporting to the Senate. Regular semi-month internal reporting of the Rector's office staff is held.

After the discussion of the Report on the 2014/2015 Admission campaign (A. Kalbaska, T. Chulitskaya) at the Senate meeting on November 26, 2016, an "Emergency Recruitment Plan" for the AY 2015-2016 was adopted.

Outreach and marketing activities of this recruitment campaign in the reporting period are as follows:

- Maintaining poster placement in over 20 Lithuania's Russian-speaking high schools.
- Complete re-design of one-page marketing materials and leaflets of undergraduate, graduate and doctoral programs.
- Ensuring ever more overwhelming outreach to high schools, via involvement of both Rector's office staff and student volunteers in conducting presentations at high schools of Hrodno, Brest, Mohilev, Vitsebsk, Homel, Lida (all - Belarus) and St. Petersburg (Russia) (with participation of some faculty, namely: O.Bresky, E.Melnikau, O.Vinichenko).
- Publishing new promo videos for undergraduate programs.
- Continuing facilitation of Student parents' network through specially dedicated event and regular newsletters.
- Maintaining online and offline promo materials placement in major outlets and social media.

Among the activities for better organization of student recruitment process, it should be noted the adjustment of admission timeline and schedule of recruitment activities: replacing Autumn Open Doors with Winter Open Doors and re-locating Masters' Colloquium to Minsk.

The important point, which should help to improve the recruitment of students, is the procedural adjustments: adjustment of admission procedures, complete re-establishment of existing financial support mechanisms via switching to the ranking GPA merit-based allocation of financial support to prospective students from Belarus.

Total unique contacts, reached by April 25, 2016, are 1047 (BA – 868; MA – 179).

Main figures, concerning the activity of target participants of the recruitment events, are presented in [Tables 4.1. – 4.6](#) in the List of Tables.

STUDENT SERVICE

During the reporting period student-centred activities, managed by EHU Student Service, were supported through collaboration with a range of partner organizations and 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 beyond. In the first semester of the AY 2015-2016 it was planned to launch a number of long-term projects in Belarus, led by low residence students with the emphasis on social projects submitted by EHU students. Furthermore, it should be noted that in recent years, a great number of the projects supported by the Student Service were much more like one-off events that had no further development, and it was settled as a target for the beginning of the AY 2015-2016 to change this trend.

In September 2015 in the framework of the project “Laboratory of Humanities” (the detailed information on its activities is presented in [Table 5.1.](#) in the List of Tables), 2 calls for cultural projects from low residence students were summed up. It was found out that the essential difference of these projects from the projects submitted traditionally is the fact that the projects were to be implemented in Belarus (before projects supported by the Student Service were implemented in Lithuania), and the maximum amount of funding requested for a projects appears to be 6 times higher the one that could be offered by the Student Service: 1800 and 300 EUR for a project respectively. Thirty applications from Belarus were received, and twelve of them were selected (for their lists see [Table 5.2.](#) in the List of Tables).

It is worth noting the success of a number of projects that were not only sustainably implemented during six months, but had a potential to become the starting point of the next applications with additional activities (to correct errors and to raise the level of a primary project).

Projects started in September, 2015 and became so successful, that their activities continued beyond the terms they were initially planned to be implemented. Never before had EHU social projects implemented in Belarus together with different partners from non-governmental, civic and even governmental organizations. The Student Service is going to continue supporting the most successful projects, i.e. “Rays of Kindness”, “Autism Inside Out”, “Women and Career”, “EHU Atmosphere” and “EHU for Everyone” (for their detailed description see [Table 5.3.](#) in the List of Tables).

Also, the Student Service continued the competition of student projects for all forms of study and got 15 applications; 10 projects were supported.

The projects and events, supported by the Student Service in the reporting period, included:

- Short term student projects: *Kreatives Deutsch-Tutorium*; *Cinema club*; *International day of solidarity of women in the struggle for their rights*; *Laboratory of artistic knowledge*; pilot documentary film “66 scenes from Belarus”; a trip to the museum of Ethno-Cosmology “*Getting to know the culture of Lithuania*”.
- Mid-term student projects (i.e. lasting continuously throughout academic year), that substantively increased in number.
- Belarus-oriented events, a number of which was organized within the Laboratory of humanities activities: lecture and exhibition of a famous Belarusian artist Adam Globus; soiree with well-known Belarusian writer Algerd Baharevich and a not less well-known translator Julia Timofeeva; meeting

with EHU Doctor Honoris Causa, well known Belarusian poet Ales Razanau; EHU students took part in the monthly course "Mova Nanova" (Renewing Belarusian Language) in Minsk.

- Photo and video projects: students' movie festival "Retrospective" collected 27 student short movies, student initiative "Photo Lab" got new members.
- Long term projects in Belarus: "Rays of Kindness", "Autism Inside Out", "Women and Career", "EHU Atmosphere" and "EHU for Everyone".
- Exhibitions, entertainment projects conducted both in Vilnius, Minsk and Homel.

In addition, the Student Service supported a number of students' initiatives:

- Increase of EHU Student Debate Club activities should be noticed in this list as a positive outcome of opportunities, provided in terms of cooperation with Bard College.
- EHU Chees Club was established and holds its meetings twice a week.
- EHU Video Club was established – students learn how to create the so called "EHU student portrait" - to make short video stories about their colleagues.

Also in the first semester there were allocated 2 mini grants for student research.

It should be noted also, that the Student Service continues to carry out joint activities with the Recruitment Office for students and their parents, as well as to coordinate its work with EHU international activities.

In August, 2015, in EHU a tutor's network was launched. In addition to academic assistance, which is coordinated by Core Curriculum Centre, the tutors began to help freshmen with the implementation of cultural and social projects, which partially solves the main problem faced by almost all of the students - the lack of opportunities to embody their personal interests (scientific or cultural / social).

At the same time, such comprehensive tutors' involvement faces a number of challenges:

- 1) Low engagement of low residence students in tutoring (primarily due to their constant career-related workload and high student workload).
- 2) The range of topics covered within core curriculum courses is too broad (lack of coherence in their logic/authors/topics), which overburdens tutors (causing both time and intellectual overloads).
- 3) EHU lecturers are not sufficiently informed about the nature of tutoring and about tasks that could be assigned to tutors.
- 4) In many cases students are either sceptical or misunderstanding the roles of tutors: they either ignore their help, or try to shift all their work on them.

Making a conclusion about the effectiveness and efficiency of EHU tutoring, it is worth to note, that the activities of tutors at EHU are very important - first and foremost, to compensate the negative and difficult experiences that freshmen face as they enter a new learning paradigm at EHU (as compared to schools and Belarusian universities). Tutoring, ultimately, should lead to an increase in both the quantity and quality of academic and extra-curricular activities of the students and to decrease drop-out rates (especially on the low-residence level). Secondly, the activities of the tutors lead to the articulation of the problems associated with learning and everyday life at the University, in Vilnius. It is also a very effective way of assessing the quality of education (along with university-wide questionnaires) with the ability to help those students who need a help. And, thirdly, being a tutor is very helpful for senior students to study a new social role. It allows them to try themselves in the role of a teacher and to communicate with the "Other" in the wide sense (human, knowledge, outlook). Ultimately it will enable

them to rethink the path they have walked as students, and to re-evaluate their knowledge (and / or lack of it).

The Student Service plans to continue its work with students' projects in Vilnius and Belarus, to focus more on social projects and civic engagement initiatives, to continue successful projects and develop them together with the colleagues from HESP network, to prepare joint projects for the next academic year.

The Student Service is also planning to establish Student Project Club to help students develop their ideas into long lasting projects, teach them how to apply for external grants and manage their projects.

TRAINING CENTER FOR THE HUMANITIES "PROPILEI" ACTIVITIES

During the current academic year the main objective of the Center was to overcome the fall in numbers of listeners and to increase motivation of prospective students to study at EHU. Immediately upon completion of the admissions campaign in 2015, the curriculum of the Center courses has been radically revised. Changes were made to admissions start dates to comply with the activities of the Belarusian school senior year (final exams, centralized testing etc.) and the University events schedule (Open Door Days, Program Fairs), and their formats. Not to lose prospective students that begin preparation for university admission at the beginning of the school year, long-term six-month courses were started a month earlier: high residence mode in October, low residence mode (distance / blended learning) in November, 2015. The intensive two-month course will begin its work in April after the spring Open Door Days, which would make possible to attract applicants that received low grades at the entrance exams in Vilnius.

Introduction of new formats of preparation have contributed to the increase in numbers of listeners not only from Minsk, but from other cities. For the first time, long-term courses and the intensive drawing course were held in the distance (blended learning) format, supported by master classes led by faculty members of Visual Design and Media program: Sergei Seletski, Uladzimir Dauhiala, Tatsiana Kulazhenka.

Content of all high-residence courses has been revised in the direction of increasing the number of contact hours and individual work. To improve listeners' literacy and writing skills, the Spelling and Grammar course was introduced within the essay prep program.

The launch of the Foundation Year program (comprehensive training in the humanities) was a new kind of activity in the current academic year. The program includes the following courses: "Introduction to Humanities", "English for Academic Purposes", "Civic Engagement (Project Seminars)", "Essay and Drawing Classes". The total amount of courses is 800 hours. Given the fact that the majority of the program participants are from other cities, face-to-face lessons were organized on weekends. Listeners' greater acquaintance with the University (its teaching strategies, academic freedom, mobility opportunities etc.) was achieved due to their permanent meetings with the EHU staff and faculty representatives (Aliaksei Makhnach, Viktoryja Minina, Ryhor Miniankou, Iryna Dubinskaya, Sergei Seletski, Tatsiana Babich were the main participants of such meetings) and to two one-week sessions in Vilnius provided by the program.

Intensification of schedule, increased workload and, as a consequence, need of closer listener-teacher interaction, involving not only listeners from Minsk, became the reason for the transfer of a number of course components, as well as communication with the audience, to Moodle environment. The Center staff and faculty provide learning environment administration and management of distance courses without involvement of the University IT specialists.

In September, 2015 and February, 2016 two online contests in mini-essay writing were organized for Belarusian high school senior students. The winners, in addition to prizes from the Center and the University, received a discount on tuition.

The above-mentioned measures helped to reach one of the highest levels of students' in-take over the last 5 years: the Center had 71 students (27 high residence and 44 low residence students), 46 continued their studies (20 high residence, 12 low residence students, 14 were enrolled in the Foundation Year program).

The Center also carried out activities aimed at supporting low-residence students: faculty office hours, master classes, seminars, and public lectures. In total, 27 events were organized during the reporting period, engaging more than 170 students. However, the English language courses (level "Beginner" and "Pre-Intermediate") were in low demand. They had been designed to help students in mastering the necessary for undergraduate level foreign language skills, in accordance with the requirements of EHU academic programs, and to prepare for the exams. But, despite three invitations which were sent to the students by e-mail, the number of applications received was insufficient to form a group for training.

The activities, organized as a part of the Laboratory of Humanities project, also should be regarded as "Propilei" Center activities. The main of them were: consultations on student projects, "Writing and Thinking" seminars at "Propilei" Center (September 25-28, 2015; November 25-29, 2015 by Aliaksei Makhnach), and in the regions of Belarus (Homel – September 26-29, 2015; Babruisk – March 2-6, 2016 by Andrei Gernovich).

ALUMNI

In the AY 2015-2016, the University continued to work with the alumni community involving alumni in various activities related to the Alma Mater, informing alumni on the University life and opportunities.

Two hundred and thirty two students—175 undergraduate and 57 graduate—were awarded diplomas by the European Humanities University (EHU) in the last academic year. They have joined the family of EHU alumni which now has grown to 2518 members.

Alumni involvement has increased in EHU recruitment campaign. Alumni speakers participated in EHU Open Door Days in October, 2015; January, 2016; and March, 2016. In March, the Alumni Relations Coordinator organized separate meetings between prospective students and graduates of each of the Bachelor's programs. Promotional alumni videos have been released and used for recruitment purposes.

Recruitment leaflets have been released for all EHU programs. Each of them features an alumni profile with a picture and a quotation.

As of October 2015, alumni facts have been regularly included into EHU newsletter. A series of weekly interviews with interesting EHU alumni have started in October and will continue during the new academic year. The interviews are featured on EHU website, social media and EHU newsletter. All interviews in Russian can be found here: <http://www.ehu.lt/ru/o-nas/vpuskniki/novosti-i-obyjavlenija>.

In 2016, for the first time, the Alumni Relations Coordinator has launched an EHU Alumni Newsletter with all news and events relevant for EHU alumni. So far two issues have been sent out (one in February, and one in March). The first two issues featured interviews with successful alumni, alumni news stories, announcement of the forthcoming EHU Alumni Homecoming, planned for July 1, 2016, and career opportunities for EHU alumni.

Last year, EHU has significantly increased the number of EHU alumni mailing list subscribers. It now stands at 1068 subscribers (up from 774 subscribers). The number of alumni contacts in our database has increased to 1115. The official alumni Facebook group rose from 510 to 647.

The second EHU all-alumni online survey was conducted in November-December, 2015. All the alumni who graduated since the University's founding in Minsk, Belarus in 1992 were invited to participate. More than a half of European Humanities University (EHU) graduates returned to Belarus, and the majority of them are now employed in areas that are related to the education received at EHU. According to the survey, 62.2% of EHU graduates permanently live in Belarus, where they returned to after graduation. 83.3% of them have permanent jobs, which fully or partly correspond to the direction of prior studies at EHU. University graduates are predominantly employed in the private sector (64.6%), non-governmental organizations (17.4%) and also public sector of Belarus (10.1%).

High level of education, received at EHU, gives graduates numerous advantages and creates a higher demand for them within Belarusian labour market. High career achievements of EHU alumni are also illustrated by the level of their income - 49.4% of the graduates earn more than an average Minsk monthly salary.

Studies at EHU certainly led University graduates to achieve success and had a positive impact on their self-realization in the professional and private spheres. This is claimed by 89.1% of respondents who have confirmed that education at EHU helped them not only to get profound theoretical knowledge, but also practical training, which later facilitated their employment and career growth in Belarus.

The Alumni Relations Coordinator has continued to update the alumni database with new records and success stories. Some of them are featured in Table 6.1. in the List of Tables.

INTERNATIONAL COOPERATION

International relations and mobility affairs have been relocated to the newly established Academic Development Unit. The Unit, in cooperation with other academic departments, centers and units, coordinates and promotes international cooperation and mobility, projects, quality assurance, and research activities at EHU.

Faculty, Staff and Students' Mobility

Seeking to improve the process of mobility organization at the university, Academic Development Unit has developed new Regulations on the International Mobility of EHU Students and Staff. The new document includes the regulations for key exchange mobility: staff teaching and training mobility, student study and student traineeship mobility. The latter is a new kind of exchange for the EHU students and it is the first time the University has applied for support to the National Erasmus+ Agency in this area. It is expected that new opportunities for traineeship will stimulate the participants and herewith encourage academic departments to extend and strengthen the role of traineeships in their programs.

In February 2016, EHU has applied to the Lithuanian National Erasmus Agency for Erasmus+ KA103 mobility grants for the AY 2016-2017 for student mobility for studies for 26 students (191 months of mobility), student mobility for traineeships for 10 students (100 months of mobility) and 14 staff (147 mobility days). In addition to it, the application for Erasmus+ KA107 mobility with Ukraine as a partner country has been submitted for the period from 2016 to 2018. In case of successful application approval, total financial support will exceed 38635 EUR. The allocated funding, according to the rules, will cover expenses for student study and traineeship mobility, and staff teaching and training mobility.

Project Activity

Project activities at EHU can be evaluated as sufficiently high, given the size of the University and rather specialized area of its educational work (*Liberal Arts* education). The University participates in and submits applications for both big EU projects and more local projects funded by various agencies and foundations.

During the reporting period EHU was continuing the already existing projects and submitted a number of applications for new projects, some of which have already received funding.

In the reporting period EHU:

- has been implementing 8 already existing and newly started projects (for the detailed information see [Table 7.1.](#) in the List of Tables);
- submitted 9 applications for new projects for which the competition results are announced (for the detailed information see [Table 7.2.](#) in the List of Tables);
- submitted 4 applications for new projects, for which the competition results are not yet announced (for the detailed information see [Table 7.3.](#) in the List of Tables).

For better organization of project activities at EHU, the Academic Development Unit carried out the following activities during the reporting period:

- 1) constantly kept faculty and staff informed of project calls, grants and other funding opportunities;
- 2) consulted faculty and staff wishing to write a project or apply for a grant;
- 3) kept a record of all the projects, carried out by EHU, and the applications, submitted by EHU;
- 4) held an information seminar "Opportunities for project activities at EHU: projects, financed by the Lithuanian Government, international organizations and foundations, the European Union (Erasmus + etc.)" (October 21, 2015);

- 5) held a webinar devoted to the peculiarities of the grant program Erasmus+ as a whole and some projects within it (December 2, 2015);
- 6) presented publicly available video presentation about the project opportunities for EHU faculty and staff
(<https://bluejeans.com/playback/s/WaxAIWZvXHhpHDSqsgxRF6cVDLoAmJ7oX1HmstcOLhKcyooUxQnHvHHF9XuOOcVH>).

Other Forms of International Cooperation

Participation in Lithuanian state scholarships program covering second-cycle tuition fees and providing applicants with a scholarship is maintained. Target audience of the program is graduates from Post-Soviet countries, including Belarus. Four EHU students have received such scholarships for the AY 2015-2016.

EHU continues to develop its international cooperation with universities for mobility of students and staff, and other academic subjects. During reporting period, three new contracts with high education institutions were signed, 2 more contracts are pending.

The membership in 5 associations has been prolonged for the current academic year:

- European Association for International Education,
- European University Association,
- Lithuanian Research Library Consortium,
- Language Teachers' Association of Lithuania,
- Lithuanian Association of Distance and e-Learning.

One of the important events was the participation of the Head and staff of the Academic Development Unit on November 3-5, 2015 in the in the Open Space Meeting of academic and administrative staff members of Universities – members of the Higher Education Open Space (HEOS) - a unique meeting gathering academics, administrative staff and students to address the modernisation of the European Higher Education Area.

New bilateral collaboration agreement with Donetsk National University, Ukraine, has been signed. The University is one of the Ukrainian displaced Universities that were forced to leave their cities because of Russia's military aggression on the territory of Donbas. In other words, now Donetsk National University, which is settled in Vinnytsya (Ukraine), faces the problems, resembling the problems, which EHU faced 10 years ago, being expelled from Belarus.

In the framework of cooperation Donetsk National University delegation visited EHU in February, 2016 with one-day introductory working visit. In turn, the EHU delegation visited in March, 2016 Donetsk National University in Vinnytsya and conducted there the EHU presentation, as well as a set of lectures, workshops and training for Donetsk National University faculty, staff and students on e-learning, foreign languages teaching methods and tools and on the EU issues. Also 6 representatives of Donetsk National University faculty were invited to the EHU distance in-service training course "Organization of Students' Self-Learning in Online Environments".

HUMAN RESOURCES

At the beginning of the AY 2015–2016, 123 FTE positions at EHU were occupied by 208 persons. These numbers comprise 158 faculty members (75.6 FTE) and 50 staff members (47.4 FTE), including 13 members of administration and support staff, and 37 members of the academic administrative staff.

Following the restructuring of the administrative staff, the number of employees decreased by 22 positions. Thus, the planned economy of the wage fund because of this restructuring is 360000 EUR.

The process of transfer of information technology service to the external provider - Vilnius Gediminas Technical University, - which began in spring, 2015, has been completed in November, 2015. Purchase of services from outside will allow the University to save about 25000 EUR of the wage fund and to raise the quality of services.

From October to December, 2015 the annual interviews with the administrative staff of the University were held. The interviews, which are conducted at the University for the second year, become a managerial tool for Heads of EHU units, allowing setting individual goals and objectives based on the University Strategic and Action Plans, providing targeted individual development of employees, adequate evaluation and reward of their work, providing the necessary information and getting feedback about their work.

COMMUNICATION

EHU Communication work in the AY 2015 - 2016 changed significantly as a result of:

- 1) administrative reform of University staff and subsequent establishment of Rector's office;
- 2) policy of closer attention to University's identity in relation to Belarus;
- 3) approach to highlight University success story of its 10th anniversary in Vilnius.

Additionally, due to establishment of Rector's Office, communication work became closer attached to the purpose of student recruitment and allowed to facilitate a synergy between respective fields of Student Recruitment, Alumni and Marketing operations.

The highlights of the communication activities in the reporting period are:

- Introduction of weekly University newsletter for faculty and staff.
- Approach to ensuring regular interviews with University graduates (total - 8 interviews by March 31, 2016).
- Launching Faculty's online-catalogue (RU/EN) within University's web page, hence providing open access to details of faculty's academic successes and achievements, also ensuring University's transparency in relation to its faculty hiring policies.
- Active production of video-materials regarding University's Belarus-related identity (total of 5 videos with faculty, graduates, Belarusian artists and civil activists, Lithuanian partners).
- Introducing regular long-piece interviews with outstanding University faculty members (total of 3 by March 31, more scheduled for Spring Semester, the AY 2015 - 2016).

- Maintaining close ties with *The EHU Times* editorial team.
- Complete update of University profiles on social media (Facebook, VK, Instagram, YouTube), refreshing articles about University on Wikipedia (EN/RU/ BY).
- EHU Senate endorsement of Magna Charta Universitatum.
- Intense preparations for international events, dedicated to the 10th anniversary of EHU in Vilnius.

Great communication activities carried out by EHU in the reporting period have been confined to the important date: on March 9, 2016 EHU celebrated its 10th anniversary in Vilnius. This occasion was commemorated at the *international conference “Opportunity for Societal Transformation through Education: The Case of Belarus”* organized with the support of Konrad Adenauer Foundation. The focus of the conference – transformation of higher education institutions in humanities and liberal arts – caused wide attention among experts in the field of higher education from Belarus, European Union, United States and Russia. The reason for that is primarily the acceptance of Belarus to Bologna Process and European Higher Education Area. An adequate evaluation of the ways and methods of implementing Bologna educational model is of vital importance for the Belarusian higher education system, which lacks relevant experience and undergoes a crisis of post-totalitarian education system.

Among the participants there were EHU leadership, faculty, students, alumni, over 70 invited guests: representatives of the Ministry of Education and Science of Lithuania, Belarusian universities, as well as distinguished higher education experts: President of American Councils for International Education Prof. Dan Davidson, Policy Officer of the European Commission Directorate for Education and Culture Kamila Partyka, Head of Konrad Adenauer Foundation offices in the Baltic States and Scandinavia Elizabeth Bauer, Deputy Director of the Centre for Quality Assessment in Higher Education of Lithuania Aurelija Valeikienė and others.

Conference program was divided into two sessions and plenary discussions. The effectiveness of Bologna system and the challenges of Belarus integration into the European Higher Education Area generated a broad discussion among the conference participants. The unique 10-year EHU experience in Bologna process is exceptionally valuable for Belarusian universities, which face adaption to the requirements of European Higher Education Area. EHU leadership once again stated its readiness to be experts in the questions of integration into Bologna process. During the second session the speakers and guests deliberated on how the intervention of liberal education enhances the societal changes and contributes to the sustainable development of societies.

High level European Humanities University (EHU) *donor conference “10 Years of EHU in Vilnius – Shaping the European Future Together”*, initiated by the Ministry of Foreign Affairs of Lithuania, was held on March 10, 2016 in Vilnius.

High level donor conference was attended by a European Commissioner, Ministers of Foreign Affairs of Lithuania and Czech Republic, Speaker of the Parliament of Lithuania, Secretary General of the Community of Democracies, representatives of the Nordic Council of Ministers and European External Action Service, Ambassadors and Heads of diplomatic missions of EHU donor-countries – Norway, Sweden, Germany, France, USA, Austria, Poland, Greece, Finland, Denmark, Slovakia, Estonia, Latvia and others.

Conference participants expressed their approval of EHU mission, which contributes to bringing up future Belarusian leaders, who are ready to initiate democratic transformations in Eastern Europe. EHU

experience is of vital importance both because Belarus was accepted to Bologna process and in order to build a constructive dialog with Belarusian civil society.

IMPLEMENTATION OF FINANCIAL PLAN

During the first 6 months of the AY 2015-2016 the University received 2.64M EUR of incomes what is 57% of the annual budget. The expenditures totalled 2.49M EUR and constitute 45% of annual budget. The implementation of the budget has decreased by 14% compared to 6 months of the previous academic year.

A detailed Financial Report is provided in [Section 8](#) of the List of Tables.

LIST OF TABLES

1. Enrolment Trends

Table 1.1. Overall Results of the Admission Campaign - 2015

Program	Applicants Forms Accepted	Recommended	Enrolled Students	% of Enrolled to the Applicants Forms
BAHR	103	94	83	81%
Visual Design and Media	24	23	21	88%
Cultural Heritage	18	15	14	78%
Media and Communication	31	26	23	74%
International Law and EU Law	15	15	10	67%
World Politics and Economics	15	15	15	100%
BALR	96	58	54	56%
Visual Design and Media	32	23	23	72%
Cultural Heritage	16	8	7	44%
Media and Communication	29	21	18	62%
International Law and EU Law	10	6	6	60%
World Politics and Economics	9	0	0	0%
MA	106	82	73	69%
Historic and Cultural Heritage	20	14	11	55%
Culture Studies	27	24	23	85%
International Law and European Law	16	14	12	75%
Public Policy	28	20	17	61%
Existential Psychology	5	0	0	0%
MBA	10	10	10	100%
Total	305	234	210	69%

Table 1.2. Number of Students by Mode of Study

Mode of study	No. of Students								
	March 31, 2016	Sept. 30, 2015	March 31, 2015	Sept. 30, 2014	Sept. 30, 2013	Sept 30, 2012	Sept. 30, 2011	Sept. 30, 2010	Sept. 30, 2009
BA High-Residence	375	390	439	480	490	514	537	580	690
BA Low-Residence	486	542	628	720	791	852	1,180	1,224	1,101
Master	78	133	85	145	166	177	141	133	172
PhD in Philosophy	5	6	7	7	8	6	3	n/a	n/a
Total	944	1,071	1,158	1,352	1,455	1,549	1,861	1,937	1,963

Table 1.3. Distribution of High-Residence Bachelor's Students by Program

Program	No. of Students								
	March 31, 2016	Sept. 30, 2015	March 31, 2015	Sept. 30, 2014	Sept. 30, 2013	Sept. 30, 2012	Sept. 30, 2011	Sept. 30, 2010	Sept. 30, 2009
Cultural Heritage and Tourism	80	82	104	108	97	100	97	105	116
Visual Design and Media	90	96	99	105	94	93	103	102	106
Political Sciences and European Studies	n/a	n/a	10	11	17	21	41	44	54
World Politics and Economy Studies	14	17	n/a						
International Law and EU Law	65	69	89	101	104	107	100	98	112
Media and Communication	126	126	137	155	178	189	172	172	189
Total	375	390	439	480	490	514*	537*	580*	690*

* Includes students of programs closed to new admissions

Table 1.4. Distribution of High-Residence Bachelor's Students by Year of Study

Study Year	No. of Students								
	March 31, 2016	Sept. 30, 2015	March 31, 2015	Sept. 30, 2014	Sept. 30, 2013	Sept. 30, 2012	Sept. 30, 2011	Sept. 30, 2010	Sept. 30, 2009
1st	85	88	108	123	136	167	165	147	173
2nd	89	97	100	113	138	145	127	149	207
3rd	87	90	116	129	127	97	121	152	155
4th	114	115	115	115	89	105	124	132	155
Total	375	390	439	480	490	514	537	580	690

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

Program	No of Students								
	March 31, 2016	Sept. 30, 2015	March 31, 2015	Sept. 30, 2014	Sept. 30, 2013	Sept. 30, 2012	Sept. 30, 2011	Sept. 30, 2010	Sept. 30, 2009
Media and Communication	138	167	189	212	232	191	304	299	233
Theory and Practice of Modern Art	9	11	25	26	37	75	124	133	122
Cultural Heritage and Tourism	95	101	123	153	163	168	207	202	189
Visual Design and Media	158	177	177	211	209	205	233	253	231
Political Sciences and European Studies	8	8	13	12	27	33	98	103	110
International Law and EU Law	78	78	101	106	123	180	214	234	204
Total	486	542	628	720	791	852	1,180	1,224	1,101

Table 1.6. Distribution of Low-Residence Bachelor's Students by Year of Study

Study Year	No of Students								
	March 31, 2016	Sept. 30, 2015	March 31, 2015	Sept. 30, 2014	Sept. 30, 2013	Sept. 30, 2012	Sept. 30, 2011	Sept. 30, 2010	Sept. 30, 2009
1 st	38	63	126	220	244	307	450	460	404
2 nd	102	122	127	136	158	173	242	386	428
3 rd	112	116	133	135	161	124	264	226	180
4 th	103	118	135	138	106	154	148	120	67
5 th	131	123	107	91	123	94	76	32	21
Total	486	542	628	720	792	852	1,180	1,224	1,101

Table 1.7. Distribution of Master's Students by Program

Program	No of Students								
	March 31, 2016	Sept. 30, 2015	March 31, 2015	Sept. 30, 2014	Sept. 30, 2013	Sept. 30, 2012	Sept. 30, 2011	Sept. 30, 2010	Sept. 30, 2009
International Law and European Law	18	21	24	25	27	32	26	19	26
Culture Studies	22	36	20*	44	60	67	48	49	65
Historic and Cultural Heritage	12	19	7*	24	33	32	21	24	28
Existential Psychology	n/a	8	10	11	0	n/a	n/a	n/a	n/a
Public Policy	12	23	6	10	6	25	24	19	15
MBA	14	26	18*	31	40	21	22	22	12
Total	78	133	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 enrolment (completed in April).

2. Graduates

Table 2.1. Graduates by Year

Type	Academic Year								
	2015-2016 1st semester	2014-2015	2014-2015 1st semester	2013-2014	2012-2013	2011-2012	2010-2011	2009-2010	2008-2009
BA High-Residence	n/a	96	n/a	69	102	114	120	137	108
BA Low-Residence	n/a	79	n/a	108	89	75	31	5	5
Master's	33	52	43	51	53	42	59	48	75
Total	33	227	43	228	244	231	210	190	188

Table 2.2. Master's Graduates by Program

Program	First Semester AY2015-2016	First Semester AY2014-2015
Cultural Studies	6	14
Historic and Cultural Heritage	6	9
Existential Psychology	8	n/a
Public Policy	5	n/a
MBA	8	20
Total master's graduates	33	43

3. Education and Research

Table 3.1. Distance Learning Center: Breakdown of Questions the Faculty were Interested in

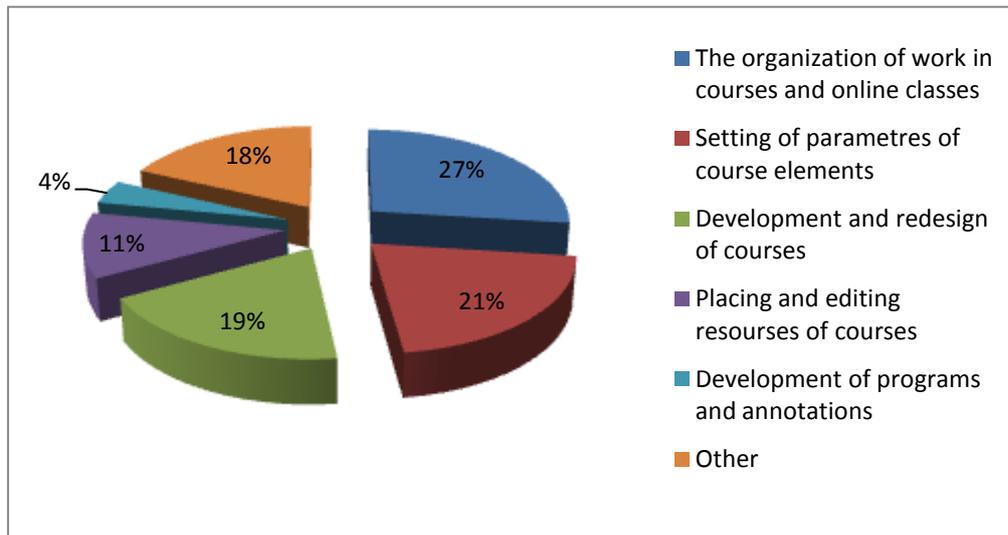


Table 3.2. Distance Learning Center: Analysis of Questions the Faculty were Interested in

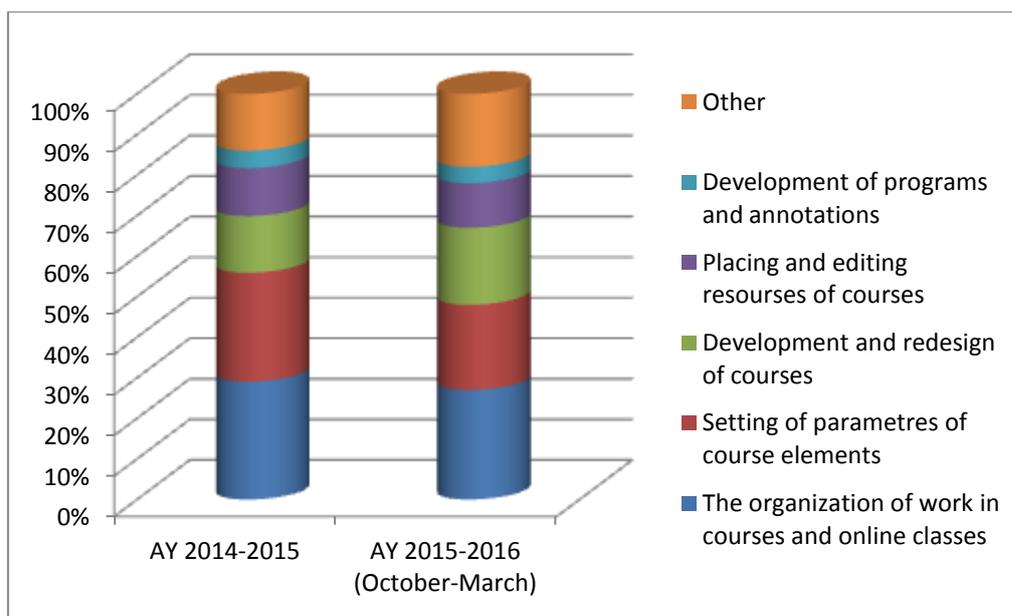


Table 3.3. EHU Research and Dissemination Events (October 1 – March 31)

Date	Type of Event	Event Title	Location
September 20-October 3	Summer school	“ <u>Mapping Visaginas</u> ,” organized by the European Humanities University’s <u>Laboratory of Critical Urbanism</u>	September 20-October 3
October 5	Conference	Language and Thinking	October 5
October 13	Seminar	Seminar of Academic Development Unit with faculty on research and project activities	October 13
October 15	Public discussion	„ART AND POLITICAL CULTURE“ with Prominent Danish human rights activist Michael Nielsen	October 15
October 22	Public discussion	Meeting with human rights lawyer Denise Bentele "Human Rights and German Parliamentarism"	October 22
October 23-24	International conference	International conference dedicated to the 100 anniversary of Roland Barthes	October 23-24
October 27	Public discussion	Public discussion with Michail Dziadok	October 27
November 2	Public discussion	Meeting with the Head of Swedish International Development Cooperation Agency Eastern Europe Unit, Ms Mirja Peterson	November 2
November 2	Public lecture	«Trend research: how to use trend watching to kick-start innovation» by Els Dragt (Fontys Academy for Creative Industries)	November 2
November 9	Exhibition	“Way to German Unity” by EHU German Studies Center	November 9
November 9-10	Public discussion and film demonstration	19-th week of libraries of Nordic countries, film demonstration «Jeg reiser alene»	November 9-10
November 25, December 23 January 27	Research seminar	Fieldwork seminar: empirical research in EHU	November 25, December 23 January 27
November 25	Social event	«Becoming a woman: correction procedures»	November 25
November 26	Master class	International master class within the animation festival	November

		"Tindirindis"	26
November 29	Social Project event	Student's Project "Lutchi Dobra / Rays of Goodness"	November 29
December 1	Presentation of the book	"Invincible Marynich" by Belarusian journalist A.Tamkovich	December 1
December 1	Art Exhibition	"Minsk-Vilnius", opening lecture and presentation of Adam Hlobus new works	December 1
December 2	Webinar	"Erasmus+ - Application Opportunities"	December 2
December 3	Presentation of the book	EHU graduate students collection of short stories "Kazki Maiga Horada / Fairy Tales of My Town" presentation	December 3
December 7	Seminar	Presentation of MOST (Mobility Scheme for Targeted People-to-People-Contacts) program in EHU by the Goethe Institute	December 7
December 7	Film Screening	Screening of documentary films on the second anniversary of the tragic events on Maidan in Ukraine	December 7
December 10	Public discussion	"Evening of mistakes in Vilnius": joint event by Alhierd Baharevich and Yulia Timofeeva	December 10
December 12-13	Seminar	Atmosphere EHU 2.0	December 12-13
December 16-20	Seminar	Writing and Thinking seminar	December 16-20
December 18	Book presentation	Presentation of the book "Between Heaven and Earth: ethno astronomy" Timothy Abilene	December 18
December 10	Round table discussion	Round table in the framework of the project "Laboratory of artistic knowledge"	December 10
December 15	Workshop	"Sentiment analysis. Big Data. Social media vs Social data" by L. Kremer (Intentex)	Vilnius
December 17, 19	Master class	Master class by the editor of the portal N+1 D.Kuznetsov: "Anatomy of the scientific news: an event in science, and how to write about it?"	Vilnius
December 21	Public discussion	«Terra Incognita» by Legal Clinic of the Center of Constitutionalism and Human Rights	Vilnius
March, April, May	Research seminars	The hermeneutic seminar "Word and Image" by A.Mikhailov	Vilnius
January 13	Public event	Celebrating Freedom: 25th anniversary of the events of January'91 in Vilnius	Vilnius
January 14	Public discussion	An evening of Honorary Doctor of EHU, Ales Ryazanov, "Difficulties of translation"	Vilnius
February 4	Book presentation	Presentation of the book by Olga Sasunkevich "Informal Trade, Gender and Experience of Boundaries: Political Boundaries to the Social"	Vilnius
February 10	Public lecture and discussion	Presentation "CANactions. Building a School for Urban Studies in Ukraine Today" at EHU by EHU's Laboratory of Critical Urbanism	Vilnius
February 16, 18, 22, 24	Public lectures (webinars)	Public lectures (webinars) by Dr. Von Achen	

4. Recruitment and Admission

Table 4.1. Open Doors Days Attendance Table

	Autumn 2013/14	Autumn 2014/15	Spring 2013/14	Spring 2014/15	Winter 2015/16
Registered	150	114	338	144	109
Arrived	84	46	204	110	55
Took exams	-	34	79	93	22

Table 4.2. Open Doors Days Attendance Tendency Chart

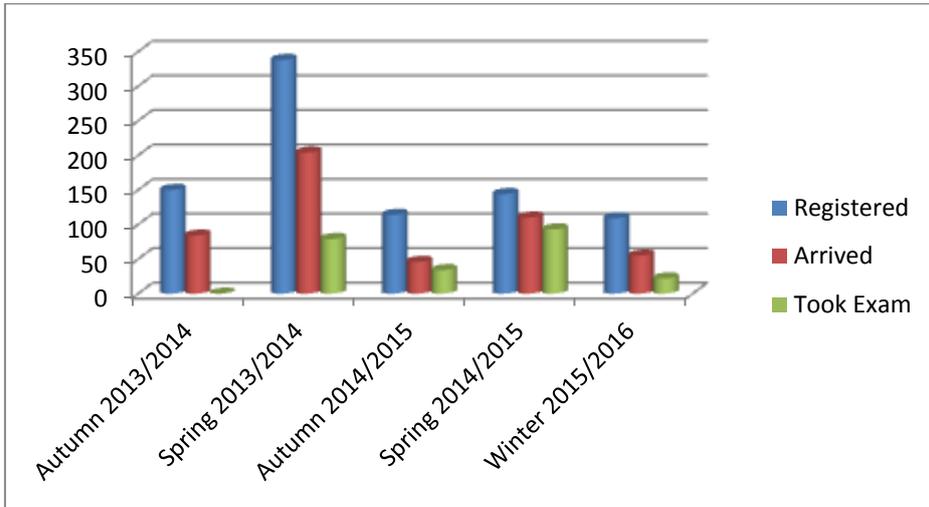


Table 4.3. Master’s Colloquium Attendance Table

	AY 2013/14	AY 2014/15	AY 2015/16
Registered	141	204	84
Arrived	55	67	42

Table 4.4. Master’s Colloquium Attendance Tendency Chart

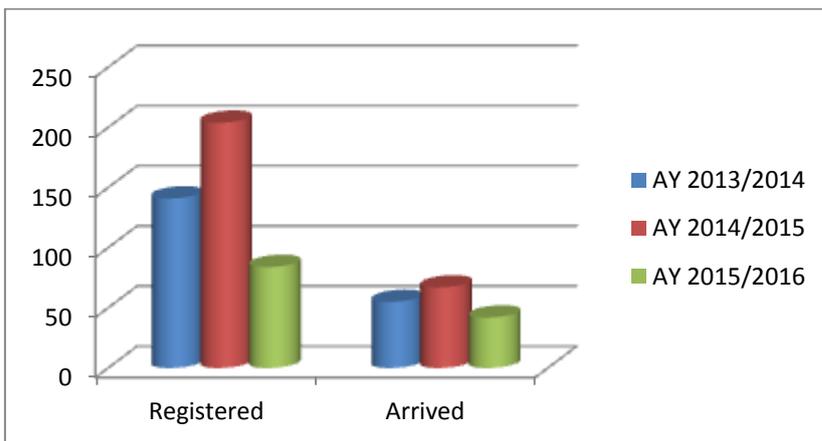
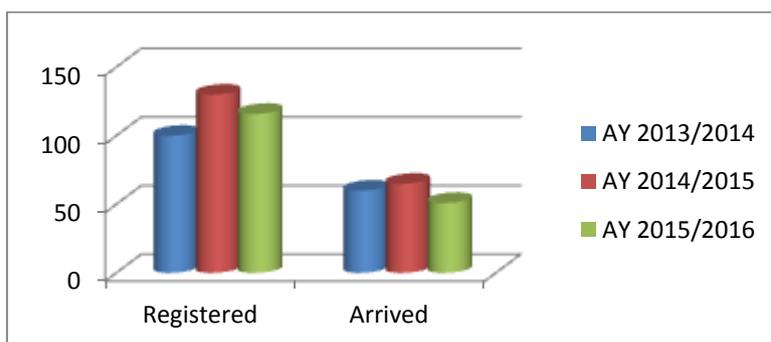


Table 4.5. Parents' Event Attendance Table

	AY 2013/14	AY 2014/15	AY 2015/16
Registered	100	130	116
Arrived	60	65	51

Table 4.6. Parents' Event Attendance Tendency Chart



5. Student Service

Table 5.1. "Laboratory of Humanities": Project Description



The Laboratory of Humanities project was launched as part of the current OSF project proposal for 2015. The Laboratory of Humanities has become a structural unit of the Information Center for Culture Research which provides an opportunity for EHU to legally function in Belarus (to sign rental agreements, service contracts etc.).

The key objective of the Laboratory of Humanities for 2015 was building the network in Belarus consisting of low residence students, tutors, alumni, faculty and friends of EHU. As a part of the project, during the year, several new platforms in Hrodna, Homel, Vitsebsk, Babruisk, Mahiliou and Minsk have been explored, where a range of Laboratory of Humanities events were held aimed at recruiting prospective students, providing low residence students with an opportunity to develop their academic writing skills ("**Writing and Thinking program**"), contributing to building the friends of EHU network in Belarus ("**Friends and Donors of the Laboratory**"), and becoming the platforms where low residence students' creative and social initiatives ("**Creativity program**") were implemented.

As part of the project, in 2015, two Laboratory of Humanities programs have been launched, which provided students with an opportunity to implement their creative and social initiatives in Belarus and

develop their academic reading and writing skills. During the events, as part of both programs, the most talented and active students were selected, who formed the student tutor group core (“**The tutoring network building program**”). This type of work with students was introduced at EHU for the first time in September 2015, when first year students and tutor students took the “Writing and Thinking” course together on campus. Within the week-long session, collaborative student/tutor groups were formed; they have been actively communicating throughout the entire autumn semester of 2015.

Due to the significant financial and human resource changes and reforms at EHU in 2015, and also because of the late first instalment of the Grant, implementation of the unit of activities “**Implementation of Career Program**” is transferred to the spring – summer, 2016. Events are planned with the focus on implementation of the best educational career-oriented initiatives by senior year students and alumni in Belarus.

“Writing and Thinking” Program

The “Writing and Thinking” program was developed by Bard College (New York, the US) and presented to EHU in the process of university cooperation. EHU faculty have been trained to work according to the “Writing and Thinking” method by Bard College experts. In the AY 2014-2015, the course was taught for the first time to the EHU high residence students. In the AY 2015 - 2016, the course was taught also to the EHU low residence students. In addition, within the framework of the Laboratory of Humanities, the “Writing and Thinking” course was offered to students who have not studied it at EHU.

Organizing “Writing and Thinking” seminars in various Belarus’ regions (Minsk, Hrodna, Homel, Vitsebsk, Babruisk, Mahiliou) gave an opportunity to take this course both to the EHU low residence students of senior years (who didn’t have this course in their curricula when they were in their first year of studies), and students from other Belarusian universities.

The seminar in the Russian language focused on the topic of “Illusions”. Students worked with texts by George Orwell, Franz Kafka, Albert Camus, Plato, José Ortega y Gasset, Alfred Schütz, with the painting *Boots* by Vincent Van Gogh and the poem *Utopia* by Wisława Szymborska. (It is worth noting, that many students heard the names of these authors for the first time; so it is of utmost importance to think of methods that could introduce a student to the hermeneutic circle).

The topic of the seminar in the Belarusian language was “Freedom and Responsibility”, with texts by Plato, Anton Chekhov, Wisława Szymborska, Simone de Beauvoir and Jean-Paul Sartre.

The next step of the program is to provide the seminars in the English language in Belarus and to include EHU alumni and Belarusian youth as participants.

A collection of 25 best essays composed during the seminars is being prepared for publication. It will be posted on the Lab’s website and issued in printed form.

The program was developed by Evgenia Glazanova (Associate Professor, Department of Interdisciplinary Studies in the Field of Languages and Literature, Ph.D. in Philology, Smolny College, St. Petersburg), Aliaksei Makhnach, Andrei Hernovich (lecturers), Tatsiana Babich and Anton Mazeika (teaching assistants) with the support of Bard College.

Introducing the Lab's Academic Writing Program for DL students, six Writing and Thinking seminars were held in Minsk, Hrodna, Homel and Vitsebsk. Seminars in Mahiliou and Babruisk has been held on the 2-6 of March, 2016. 70 students were registered for these seminars, 47 of them attended and completed the course by writing the essay.

Students' reflections on the seminar are available here:

https://www.youtube.com/watch?v=nI9f_u83A4s&feature=youtu.be (English subtitles)

<https://www.youtube.com/watch?v=L5xAwhcSkvE>

<https://www.youtube.com/watch?v=i62ebTHAPgM>

Creativity program

As a part of the Lab project, **Creativity Program** was started to be implemented in spring 2015. Creativity is one of the pillars of the liberal arts education, and the Program provides DL students with the opportunity to implement their own creative projects and offers them tutor support and guidance through all the stages: encouraging their creative potential, preparation of their creative project, its external expert evaluation, its implementation and publishing its results on the Laboratory's website and other EHU's platforms both in Belarus and in Lithuania.

Taking part in the project competition, students are provided with an opportunity to unlock their potential and develop their skills while participating in extracurricular activities. Students learn how to initiate and implement their own projects – the opportunity that is not provided by Belarus' universities to the extent it is provided by EHU.

Thirty applications from Belarus were received, and twelve of them were selected and supported with grants. Five civic engagement projects are worth special attention ("Rays of Kindness", "Autism Inside Out", "Women and Career", "EHU Atmosphere" and "EHU for Everyone"). They have attracted attention in Belarus and have grown to long-term initiatives both locally and nation-wide, as well as attracted other partners, including those from official governmental institutions, as well as co-funders.

EHU students have been able to implement initiatives that have a big impact on civil society in Belarus. A number of projects have demonstrated a high capacity for sustainability and collaboration with both NGOs and state institutions. Never before EHU had student projects reached such high levels. The project teams engage EHU high and low residence students and EHU alumni alike. Some of the initiatives implemented as part of the projects are quite innovative and unprecedented in Belarusian context. The projects have attracted Belarusian media attention.

Four projects, which started in September 2015, were so successful that their activities have moved further than it was initially planned. They succeeded in finding numerous partners from non-governmental, civic and even governmental organizations:

"Women and Career" project:

- Partnership established with the International public association "Gender Perspectives" (<http://www.genderperspectives.by/en/>)

- Press center of Belarusian State University of Informatics and Radio electronics (<http://www.bsuir.by/online/showpage.jsp?PageID=89055>)
- Media center of Belarusian State University (<http://www.bsu.by/main.aspx?guid=235611>)
- companies [ltransition](#) and [EPAM](#)
- [LADY.TUT.BY](#)

“Autism Inside Out” project :

- Collaboration with [135.by](#)
- Interview about the project with [svaboda.org](#)
- Oral agreement U.S. Embassy in Minsk to collaborate and support regular weekly workshops in Minsk (<http://minsk.usembassy.gov/>)
- Application submitted to [Lego Foundation](#) to receive free educational LEGO sets for children

Rays of Kindness project:

- Collaboration with Homel art and design studio K25 <http://www.kak2s.net/>
- negotiating collaboration with Minsk-based project Kids Museum <http://kids.histmuseum.by/> (the website will be launched in February 2016). The cultural and educational program “Kids Museum” is being implemented by the National Historical Museum of the Republic of Belarus (<http://histmuseum.by/en/>) funded by Velcom (<http://www.velcom.by/en/home>)

“Almanac of Contemporary Writing for Films” project:

- There is an agreement that a Russian writer, whose works are published in multiple languages, [Maria Rybakova](#), and Belarusian playwright, scriptwriter and film director [Andrei Kureichik](#) will collaborate with the project.

The Tutoring Network Building program

The tutoring network building program has begun at EHU in September, 2015. On September 14-19, the first seminar on “Tutoring Low Residence Students” was organized. The program of the workshop was compiled on the basis of the program of seminars and workshops conducted for the tutors at Bard College, and agreed with Jim Keller, Director, Bard College Learning Commons, Visiting Associate Professor of Writing. During the first part of the seminar students became acquainted with the American tradition of tutorage, working by a technique developed in the course of "Writing and Thinking" with texts, presented by Jim Keller. In the second part of the seminar - the "practical" part – the tutors took part in the “Language and Thinking” classes with low residence freshmen, and continued communicating with them via Moodle (advising on writing the final essay). Sixteen 2nd-4th year students participated in the seminar on “Tutoring Low Residence Students”, including seven low residence students and nine high residence ones.

On October 1-5, the second workshop for tutors was organized, which was conducted by Jim Keller and Evgenia Glazanova (Associate Professor, Department of Interdisciplinary Studies in the Field of

Languages and Literature, Ph.D. in Philology, Smolny College, St. Petersburg). Fourteen high residence students took part in the workshop. After the workshop, the tutors participated in the “Language and Thinking” classes for high residence freshmen, and further continued communicating with them face to face (advising on writing essays). As a result, by the end of October, a group of 25 active tutors was built, including 7 low residence students and 18 high residence ones.

In November, a series of meetings with low residence students - the tutor advising sessions - was organized in Minsk and Homel. Eleven low residence students participated in the tutor advising sessions. At the same time, the tutors (both low- and high residence ones) continue online consulting low residence students via e-mail and Skype.

On November 18, the tutors had a meeting with EHU President Prof. Anatoli Mikhailov, where they discussed the quality of education at EHU, students’ competencies and their development, and the work on written assignments. On December 15, the second of the series of the meetings took place. Further on, such seminars will be conducted on a regular basis (monthly), inviting low residence tutors to participate.

Tutoring is an absolutely innovative way of introduction into the academic activities – not only for EHU, but also for the entire region. None of the Belarus’ universities have such courses. But it is possible to notice already that the tutors have gained considerable experience (around seventy 1st-2nd year students have applied to tutors for help). Besides, courtesy of support and assistance from Bard College and Smolny (Jim Keller and Evgenia Glazanova personally), materials and readings were prepared and experience was shared that is very useful for preparing the next generation for tutors. In the next semester, it is planned to start the development of materials and translations of methodology texts on tutoring, as well as organizing seminars for EHU low residence students who study at other Belarus’ universities, which will make it possible to raise awareness about these practices in Belarus.

Building of the network of friends and donors of the Lab

Within the framework of the activity “**Building of the network of friends and donors of the Lab,**” work with Belarusian artists and public activists was launched.

The first event was the Round Table Discussion “(Un)democratic Belarus: Political Trends & Education as a Tool for Transformation”, organized with the support of The Konrad Adenauer Foundation. The Round Table brought together representatives of Belarusian civil society, Belarusian and Lithuanian NGOs, ambassadors and public activists. The event was the first step towards stabilization of the relations between EHU and Belarusian civil society.

A series of videos with ideas on the issue, expressed by students, alumni, faculty of EHU and Belarusian intelligentsia, was prepared for the Round Table:

<https://www.youtube.com/watch?v=vA8LUqxW8yc>

<https://www.youtube.com/watch?v=jx-JrnlCsws>

<https://www.youtube.com/watch?v=d0BNW1LjyHM>

https://www.youtube.com/watch?v=fTZgYZnn_YU

The next step was a series of events featuring representatives of Belarusian civil society, and the first event was held on December 1. It was a lecture and exhibition by a famous Belarusian artist Adam Hlobus:

<http://www.ehu.lt/be/naviny/show/u-egu-adkrlasja-vstava-belaruskaga-psimennka--mastaka-adama-globusa>

On December 18, a renowned Belarusian writer Alhierd Bakharevich and a translator Julia Cimafeeva visited EHU:

<http://www.ehu.lt/be/naviny/show/vechar-pamlak-u-vljin-supoljnaja-mprza-aljgerda-baharvcha--jul-cmafeevaj->

A meeting with EHU Doctor Honoris Causa, well-known Belarusian poet Ales Razanau was organized:

<http://www.ehu.lt/be/naviny/show/tvorch-vechar-ganarovaga-doktara-egu-alesja-razanava-skladansac-perekladu>

Also, on November 23, the EHU students took part in the monthly course "Mova Nanova" (Renewing Belarusian Language) in Minsk (<https://www.youtube.com/watch?v=BkvVSXCVXrc>),

<http://www.ehu.lt/be/naviny/show/vkladchk--studnt-egu-prnjal-dzel-u-kursah-mova-nanova>

The next series of activities are planned in Vilnius, Minsk and other Belarusian cities. Some of the activities are planned to be held both in Lithuania and Belarus to give an opportunity to take part in them both to the EHU low and high residence students.

As a part of this activity, a new partnership with the Belarusian NGO "Havary Praŭdu (Tell the Truth)" was initiated. The first step is launching a long-term scholarship for EHU students (Tadeusz Kosciuszko Scholarship). Joint projects and financial support from the NGO are under discussion.

Career program

The Career program is one of the Lab's priorities for the coming months. Its main objective is to organize a series of meetings for the EHU students with EHU successful alumni and to make such meetings traditional. The Lab team is planning to organize a start-up pitching in education. This activity will not only create a visibility and pinpoint the basic competencies crucial for students and alumni, but it will also give hands-on experience in project implementation and will lay the foundation for further communication between stakeholders – project leaders and donors.

Project Team

Aliaksei Makhnach – Head of the Project, Head of the Core Curriculum Centre at EHU

Tatsiana Babich – Project Coordinator, Head of the EHU Student Service

Anton Mazeika – Project Coordinator, Tutors Network Coordinator at EHU

Andrei Hernovich – Project Coordinator, Head of Minsk-based Center Propilei

Table 5.2. Cultural Project Competition for Low Residence Students and Overall Laboratory of Humanities Project Implementation

The cultural project competition for low residence EHU students was launched in April 2015. 17 project proposals were submitted. The second cultural project competition for low residence EHU students was launched in August 2015. 13 project proposals were submitted.

During this cultural call competition EHU received 5 very interesting projects. Projects started in September, 2015, and became so successful that their activities have moved further than it was initially planned. The Laboratory of Humanities is going to continue supporting the most successful projects, i.e. “Rays of Kindness”, “Autism Inside Out”, “Women and Career”, “EHU Atmosphere” and “EHU for Everyone”.

1. “Autism Inside Out”

Project background and goal: Autism Inside Out is a volunteer movement to work with children with autism, a creative community of persons who care: <http://www.ehu.lt/ru/news/pokazati-statiju/studentka-anastasija-rodionova-o-proekte-autism-inside-out>

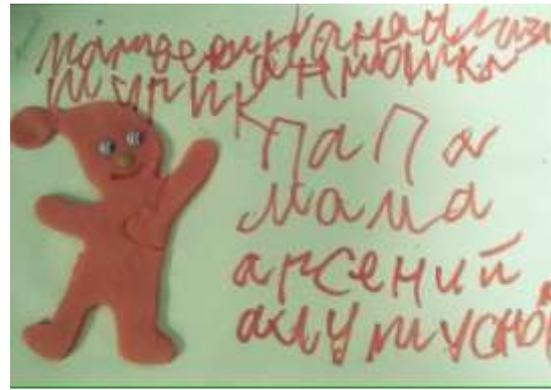
The project is implemented not only to show “what autists really are”, not only to raise awareness about this issue, but to solve the problem that nobody in Belarus has ever tackled before – that of integration of children with autism via creative workshops, so that these children could develop their creative, social and communicative skills.

Interview with the project coordinator Anastasiya Rodionova: <http://ehutimes.com/2015/12/15/autism-inside-out-%D1%8F-%D1%85%D0%BE%D1%87%D1%83-%D1%87%D1%82%D0%BE%D0%B1%D1%8B-%D0%B1%D0%B5%D0%BB%D0%BE%D1%80%D1%83%D1%81%D1%8B-%D0%B7%D0%BD%D0%B0%D0%BB%D0%B8-%D1%87%D1%82%D0%BE-%D0%BC/>

The project is actively developing and is planned to be continued in 2016.

Project links: <http://www.ehu.lt/ru/news/pokazati-statiju/ctudencheskij-proekt-autism-inside-out-promezhutochnj-otcht>





2. “Rays of kindness” (follow-up, long-term project)

A volunteer art project focusing on working with children from a kid shelter in Homel involving them in art. <http://www.ehu.lt/ru/news/pokazati-statiju/studencheskij-proekt-egu-luchi-dobra>

“Rays of Kindness” is the longest-running social project at EHU. It had been supported by EHU’s LitPro: <http://www.litpro.lt/en/volunteer-art-project-rays-of-benignity> and later by EHU Student Service.

The project was successfully presented during the Get Engaged: A Bard/HESP Student Networking Conference Student Action and Youth Leadership: Civic Engagement, Social Entrepreneurship and the Liberal Arts 2015 and was awarded a small grant from Bard College for 2015.

The project coordinator Aleksandra Lazarenko is one of the key figures of the “Kids Museum” program, where her experience in volunteer networking and communicating with kid shelters comes in handy.

The video about the joint initiative:

https://www.youtube.com/watch?v=MXcJfN1Pf_Q&feature=youtu.be

The project is actively developing and is planned to continue in 2016.

Project links: <http://www.ehu.lt/ru/news/pokazati-statiju/studencheskij-proekt-egu-luchi-dobra>





3. “Women and Career”

The project goal is to launch an information campaign (making six short documentaries around 3 minutes each, and publications in media and Internet) to enhance the image of a woman-leader / businesswoman in Belarusian public opinion. Its aim is to develop gender sensitivity, contribute to equal opportunities for career development of young people.

As part of the project, so far, there were published three articles (text, photo and video) on one of the major Belarusian news portals tut.by:

<http://lady.tut.by/news/work/477484.html>

<http://lady.tut.by/news/work/478080.html>

<http://lady.tut.by/news/work/481585.html>

These publications are “human stories” of women in Belarus, which serve as cases reflecting the situation on the Belarusian labor market, show the challenges that women face in their careers, accompanied by comments from experts in gender issues.

4. “EHU for everyone/ Inclusion or Illusion”

The project goal is to raise awareness about higher education possibilities for young persons with disabilities. The project is aimed at creating a barrier-free environment for young persons with

disabilities so that studying at EHU could be accessible for them, as well as at creating a short documentary about higher education accessibility for persons with disabilities in Belarus.

The project is being implemented in collaboration with the Youth NGO “Otkrovenie”
<http://www.otkrovenie.by/>

As part of the project, two training seminars were organized: 1) in Minsk’s School #130 (please see Annex for “Registration list EHU for everyone, Minsk”); 2) in Vilnius (more about the training + a video is available here: <http://www.ehu.lt/ru/news/pokazatj-statiju/v-egu-sostojalsja-trening-inkluzija-illjuzija>)



5. “EHU Atmosphere” (follow-up)

This project has grown out of two projects implemented in Homel: “Rays of Kindness” and “EHU Atmosphere”. The results of the above projects demonstrate that there are a lot active individuals in Homel who participate in a range of initiatives to unlock their creative potential and find new ways of civic engagement. “EHU Atmosphere 2.0” is a follow-up project.

The project was initiated to encourage integration into the process of civic engagement and active citizenship. In general it is dedicated to development of critical thinking and social responsibility of youth through different methods and practices. The main aim of the project is to involve young people from different backgrounds into the process of democracy-building with the help of lectures, workshops, discussions, debates and other forms of exchange of knowledge on the subjects that are

closely connected to liberal arts and values of democracy. These initiatives will facilitate networking with Belarusian youth NGOs which will contribute to the development of the project.

The project is implemented in Homel, Belarus. The target group is students of EHU low residence programs that are based in Belarus and also Belarusian youth.

The project activities include workshops, lectures, seminars using a variety of methods and techniques. Sometimes we invite experts to share their experience and knowledge; sometimes we arrange events as facilitators. During the project, innovative minorities get opportunities to become more reflexive and thoughtful, realize their potential and find like-minded people.

Project links: <http://www.ehu.lt/ru/news/pokazati-statiju/studencheskij-proekt-atmosfera-egu20-itogi>



6. Alumni

Table 6.1. Examples of Alumni Success Stories

Tsimafei Savitski (BA International Law, 2013)

- Information security/privacy compliance intern at FINCA International (as part of the Edmund S. Muskie Internship Program Class of 2015).
- Previously a legal consultant/project intern at Serendipity Innovations AB in Stockholm, Sweden.
- Master of Laws (LLM), Information Technology and Privacy law at The John Marshall Law School (2014-2015).
- LLM, Law and Information technology at Stockholm University (2013 – 2014).

Tatsiana Zhurauliova (Museology, Historical and Cultural Monument Preservation, 2004)

- She is a Harper-Schmidt Fellow and Collegiate Assistant Professor at the University of Chicago.
- During her studies, Zhurauliova worked at the Metropolitan Museum of Art in New York City and at the Smithsonian American Art Museum in Washington, D.C.
- The EHU alumna was among the students whose studies at EHU were interrupted by the forced closure of the University by Belarusian authorities in 2004. Thanks to donor support,

Zhurauliova was admitted to Kenyon College, a private liberal arts College in Gambier, Ohio, and was able to successfully graduate. She was subsequently admitted to Yale University.

Darya Sesitskaya (BA Media and Communication: Mass Media and Journalism, 2012)

- PR manager at Schibsted.
- Works on Kufar, a popular advertising website in Belarus.
- Lives in Minsk, Belarus.

Andrei Maewski (BA Political Science and European Studies, 2012)

- Cofounder of GlobalHRU, one of the fastest growing Human Resources-focused event and learning companies. It has recently transferred all operations to Vilnius, Lithuania.
- Andrei has recently been featured in an article "Vilnius: Self-confident, creative and well-educated" alongside the Mayor of Vilnius Remigijus Šimašius in Monocle Issue 86.
- After his studies at EHU, Andrei worked as EHU's Communications Coordinator, and later as an Executive Search Analyst at Ward Howell International.
- Andrei defended his Master's degree at Goldsmiths, University of London.
- Andrei lives in Vilnius, Lithuania.

7. International Cooperation

Table 7.1. Already existing and newly started projects

No	Title	Responsible Unit	Coordinator	Source of Funding	Aim	Implementation Time Frame
1.	Preparation and publication of four issues of the Russian-language quarterly "Journal of Constitutionalism and Human Rights"	Academic Department of Law	Oleg Bresky	The Council of Europe	Issuing the scientific journal, publishing the results of the theoretical and applied studies of the Department faculty and of collaborative researches with scholars from many states. The journal is published in the framework of the activities of the Center for Constitutionalism and Human Rights in partnership with the Council of Europe, Department of European integration of National Academy of Public Administration of Ukraine, Department of European Law of RHHU (Moscow, Russia), Centre "Sutiashnik" (Russia).	2016 The project is renewed annually
2.	The expenses to be met for the preparation and	Academic Department of Law	Maksim Timo-	The Council of	Preparation and publication of the textbook "Procedures and the Case-Law of The European Court of	From August 15, 2015 to

	publication of the textbook "Procedures and the Case-Law of The European Court of Human Rights: Textbook for Practitioners"		feev	Europe	Human Rights: Textbook for Practitioners"	December 15, 2015
3.	Cultural event <i>Artes Liberales</i>	Academic Department of Media, Laboratory of Visual and Cultural Research	Almira Ousmanova	HESP OSI "From the Knowledge of Media to the Medialization of Knowledge" Project and ERSTE Foundation support	1) to promote the development of non-formal education in Belarus (for different ages and professional groups); 2) to create the conditions for communication ("transfer of interests") between the social sciences and humanities and natural sciences, researchers and practitioners in the context of political, social and ethical implications of scientific and technological progress and prospects of the "knowledge society"; 3) to make popular scientific research in experimental forms ("research" and "education" of the exhibition) in order to attract public attention to the current discussions in the field of science, technology and education, important for the development of the whole society; 4) to assist young researchers, curators and artists (directors, designers, etc.) in the implementation of their projects and present the results of their work a wider audience; 5) to promote cultural and academic relations between Belarus and the Central and Eastern Europe (through the implementation of joint projects); 6) to ensure the possibility of presence and active participation of students, alumni and faculty of EHU in the public sphere and the educational environment in Belarus (in a situation where no other form of this "presence" is almost impossible).	Held annually, funding sources are adjusted annually
4.	"C.O.N.T.A.C.T.: Creating an On-line Network, monitoring Team and phone App to Counter hate crime Tactics"	Coordinating institution: University of Cyprus Responsible Unit: Academic Department of Social and Political Sciences	EHU team: Tatiana Chulitskaya, Uladislau Ivanou, Volha Sasunkevich, Andrei Stsiapanau	JUST/2014/ACTION GRANTS/European Commission	Involvement into the project is to analyse the activities of New Media (Internet based) in order to identify existing on-line hate speech in Belarus, taking into consideration specific situation with the discrimination in the country	2015-2017

5.	"HoNESt – History of Nuclear Energy and Society"	Coordinating institution: Universitat Pompeu Fabra Responsible Unit: Academic Department of Social and Political Sciences	Andrei Stsiapa-nau	Horizon 2020/Eur-atom	To conduct a three-year interdisciplinary analysis of the experience of nuclear developments and its relationship to contemporary society with the aim of improving the understanding of the dynamics over the last 60 years. HoNESt's results will assist the current debate on future energy sources and the transition to affordable, secure, and clean energy production.	2015 – 2018
6.	"Support of EHU German Study Center"	EHU German Study Center	Felix Ackermann	DAAD (Deutscher Akademischer Austausch-dienst)	Support for German Studies Center's activities and events	2014 – 2016
7.	"Learning Agreement Online System / LAOS"	Coordinating institution: European University Foundation -Campus Europae EHU Responsible Unit: Academic Development Unit	Karina Barantseva	EC – EACEA under Erasmus + Program, KA 2 "Strategic Partnerships for Higher Education"	The impact of the project is expected to be significant to both the participants/users of the project testing cycles and the organisations: students will be able to have a tool for ensuring streamlined communication with the sending and receiving HEIs to conclude the LAs on time and this will leave them more time to preparing their studies abroad. HEI staff members will see their workflows eased, since the online tool will speed up the communication process while providing for enough flexibility to include all necessary parties. The participating organisations will be able to analyse their workflow for negotiating LAs (which can differ quite substantially from HEI to HEI) and will therefore not only be able to improve their workflows, but also speed up the administrative efficiency by implementing good practices from partner HEIs.	2015 – 2017
8.	"Support of foreign teachers"	Academic Development Unit	Karina Barantseva, Heads of academic departments	Lithuanian Ministry of Education, funds are administered by the Education Exchanges	Lithuanian Ministry of Education supports lecturers coming from foreign universities for 10-15 days to deliver lectures minimum of 40 academic hours	Annual competition

				Support Founda- tion		
--	--	--	--	----------------------------	--	--

Table 7.2. Applications for new projects, for which the competition results are announced

No	Title	Responsible Unit	Coordinator	Submitted to	Aim	Time of Implementation	Results of Submission
1.	“Ethical sensibility of body-based subjectivity in context of its relations with natural world”		Tatiana Schittsova	Call of Lithuanian Council on Science - 2015 for open partnerships for research projects in December		2016-2017	The project has passed the technical selection, but was not supported
2.	“Infrastructures and Urbanity in Baltic and German towns”	Laboratory of Critical Urbanism	Benjamin Cope	Hochschul-kontor in Riga	This project is focused on the impact of infrastructures on the urban development of cities in the Baltics and Germany. The workshop in the project framework brings together scholars from the fields of Anthropology, Sociology, History, Geography and Economics in order to critically discuss how changing modes to produce electricity and heat, an unseen wave of thermal-insulation, the development of new highways and the long term transition of infrastructures such as water and grey-water systems influence communal decision-making.	1.1.2016 – 1.12.2016	The project is supported
3.	“Urban planning and integration of the Russian-speaking city in	Laboratory of Critical Urbanism	Benjamin Cope	Ministry of Foreign Affairs of Federal Republic of Germany	The goal of this proposal is to produce, together with Kunsthochschule	1.1.2016 – 1.12.2016	The project is supported

	the Baltics”				Berlin Weißensee, two publications about Visaginas and Vilnius on the participation of the Russian speaking population in cities in the Baltics		
4.	“A project on critical examination of history of the 20th century “Family Peace?”	EHU German Study Center	Felix Ackermann	Ministry of Foreign Affairs of Federal Republic of Germany	The project comprises two workshops for EHU students in 2016 on behalf of the EHU Center for German Studies. It focusses on the use of history in Comic strips and films and is meant to change the optics of our students vis-a-vis russophone propaganda.	1.1.2016 – 1.12.2016	The project is supported
5.	“Core Curriculum Project – Design and Renewal”	Core Curriculum Center	Aliaksei Makhnach	Embassy of the Czech Republic in the Republic of Lithuania	The project is aimed at 1) a consensual faculty position on the structure and content of the EHU Core Curriculum; 2) a complete revision and implementation of a new Core Curriculum by Fall 2018; 3) identification of the specific desired outcomes for the Core Curriculum	March, 2016 – June, 2016	The project is supported
6.	“The EHU Times” Project	EHU Mediahub	Rita Miliute	Ministry of Foreign Affairs of the Republic of Lithuania	The project is aimed at the support for media freedom and pluralism, democracy and the strengthening of civil society, youth initiatives, and human rights	2016	The project is supported
7.	“Strengthening policy field recommendations on EU/Belarus through academic expertise”	Academic Department of Social and Political Sciences	Andrei Stsiapanau	Belarus Country Office of Konrad Adenauer Foundation	The project goal is to develop capacities of Belarusian CSOs and political parties, as well as international organizations,	January – December 2016	The project is supported

					working with Belarus, for a better-informed programming and implementation of their activities and bringing synergies to democracy development initiatives via equipping them with new original research results in various policy fields of EU and Belarus studies, specifically related to civil society and public policy issues.		
8.	"Support of foreign teachers"	Academic Development Unit, Academic Department of Media	Karina Barantseva, Maksim Zhuk	Lithuanian Ministry of Education, funds are administered by the Education Exchanges Support Foundation	Lithuanian Ministry of Education supports lecturers coming from foreign universities for 10-15 days to deliver lectures minimum of 40 academic hours	Spring, 2016	The application included 5 foreign teachers. Lithuanian Ministry of Education supported 1 teacher.
9.	"Study increasing accessibility"			State Studies Foundation of Lithuania and European Structural Funds Program			EHU signed the Partner Declaration, confirming its readiness to participate in relevant projects

Table 7.3. Applications for new projects, for which the competition results are not yet announced

No	Title	Responsible Unit	Coordinator	Submitted to	Aim	Time of Implementation	Results will be Announced
1.	"Teaching the European Transnational Constitutionalism inside and outside the EU / TETC"	Academic Department of Law	Oleg Bresky	European Commission Education, Audiovisual and Culture Executive Agency (EACEA), Erasmus+ Jean Monnet	The objectives of the project are as follows: 1) to promote excellence in teaching and research in the sphere of the EU Law in general and the EU	2016 - 2019	July, 2016

				Activities: Jean Monnet Chairs	Constitutional Law in particular; 2) to mainstream and diversify EU-related subjects throughout the curricula proposed by the Department of Law; 3) promote innovation in teaching and research in the sphere of the European transnational constitutionalism in the EU states (Lithuania, in the first instance) and in the Eastern Partnership states (Belarus and Ukraine in the first instance).		
2.	“Erasmus+ Students/Staff Quality Administrative Development / Era+Squad”	Applicant Organisation: Thessaloniki Aristotle University (Greece) EHU Responsible Unit: Academic Development Unit	Coordinator from EHU: Karina Barantseva	Greece national Erasmus+ Agency, Programme Erasmus+, KA 2 Strategic Partnerships for higher education	The main objective of the project is development of innovation in Erasmus+ student mobility management.	2016 - 2019	July, 2016
3.	“European Integration Studies: Tailored Cooperation and Successful Neighbourhood / EURCOOP”	Applicant Organisation: EHU. EHU Responsible Unit: Academic Department of Law	Coordinator from EHU: Karina Barantseva	European Commission Education, Audiovisual and Culture Executive Agency (EACEA), Erasmus+, KA 2 Capacity Building in the Field of Higher Education	Project will be carried out by a consortium of 23 partners. The wider objective of the project is to advance stability, accelerate democratic changes, spread European values and enhance successful tailored and strictly targeted EU – Eastern Europe cooperation via strengthening of the Ukrainian Universities’ and NGOs’ capacity in	2016 - 2019	July, 2016

					the formal, informal and non-formal education.		
4.	Application for long-term lectureship appointment	EHU German Study Center	Daivita Jackevičienė	DAAD (Deutscher Akademischer Austauschdienst)	Support for German Studies Center's activities and events	2016	Application is not yet considered

8. Financial Report

Submitted by the Head of Administration and the Financial Manager

IMPLEMENTATION OF THE FINANCIAL PLAN

This paper presents results of the first half of the AY 2015–2016.

Income	Half year results 2015/2016	Budget for 2015/2016	% of Budget	Half year results 2014/2015	% of the last year
EHU Trust Fund	€ 1 533 000	€ 2 900 000	53%	€ 1 909 602	80%
Income from students	€ 729 046	€ 820 000	89%	€ 727 000	100%
OSF and small projects	€ 191 570	€ 403 479	47%	€ 169 470	113%
Donations of Facilities	€ 162 512	€ 325 023	50%	€ 162 511	100%
MBA program	€ 20 000	€ 120 000	17%	€ 67 950	29%
Fundraising	€ 0	€ 20 000	0%	€ 14 044	0%
Total	€ 2 636 128	€ 4 588 502	57%	€ 3 050 577	86%
Expenditures	Half year results 2015/2016	Budget for 2015/2016	% of Budget	Half year results 2014/2015	% of the last year
Salaries	1 616 071 €	3 379 355 €	48%	1 889 630 €	86%
Teachers, including their mobility expenses	845 819 €	1 841 355 €	46%	977 969 €	86%
Academic administrative and support staff	405 753 €	715 000 €	57%	419 364 €	97%
General administration	364 500 €	823 000 €	44%	492 297 €	74%
Operations	399 735 €	939 561 €	43%	486 498 €	82%
Rent of Campus & Utilities	216 670	420 023	52%	214 460	101%
LT support	162 512 €	325 023 €	50%	162 512 €	100%
MRU utilities	54 159 €	95 000 €	57%	51 948 €	104%
Rent of Tauro admin building & utilities	40 296 €	90 000	45%	40 854	99%
IT budget (software, hardware, development)	24 175 €	150 000	16%	96 642	25%
Professional services, consultants	77 390 €	110 000	70%	39 780	195%
Conferences and research activities, staff training, IR traveling, phd defences, etc	6 044 €	50 000	12%	38 041	16%
Printing books and publication journals	10 059 €	30 000	34%	10 465	96%
Communication (phone, post) expenses	10 581 €	25 000	42%	12 250	86%
Library Operation and Collection Development	1 726 €	15 000	12%	11 156	15%
Office supplies	8 812 €	31 538	28%	18 653	47%
Transport cost	3 983 €	18 000	22%	4 197	95%
Development, Recruitment, Student Service, GB and Mngmt expenses	68 040 €	332 000 €	20%	243 728 €	28%
Fundraising budget	17 656 €	100 000	18%	105 510	17%
Recruitment budget	22 969 €	72 000	32%	44 403	52%
Events, travels, accomod.	16 922 €	85 000	20%	49 556	34%
Student Service budget. (Cultural /Social activities, stud. initiatives)	6 870 €	25 000	27%	15 010	46%
GB and GAPO meetings	3 624 €	50 000	7%	29 249	12%
Financial support for students	137 455 €	281 940 €	49%	120 302 €	114%
Accomodation	80 974 €	161 940	50%	63 287	128%
Stipends	54 722 €	120 000	46%	57 015	96%
Expenditures related to Minsk office	67 619 €	163 350 €	41%	75 611 €	89%
MBA program	46 407 €	200 000 €	23%	48 725 €	95%
Projects carried out in the University	158 640 €	217 794 €	73%	51 872 €	306%
Total	2 493 967 €	5 514 000 €	45%	2 916 366 €	86%

1. Explanatory Notes: Implementation of the Budget from October 1, 2015 to March 31, 2016

Incomes

The following remarks should be noted:

- **EHU Trust Fund:** The Trust fund provided 1.5M EUR during the first 6 months. That is 53% of planned annual figure. EHU has budgeted 2.9M EUR support from the Trust Fund and additionally has requested the Trust Fund to cover the planned budget deficit of 0.92M EUR. The results of the first half let us forecast that the deficit at the end of the year shall decrease to 0.3M EUR.

If compared to the previous year the need for the TF funding decreased by 20%. The savings mostly come from the following sources: freeze of operations like fundraising, research activities, IT development and lower expenditures on teacher salaries and mobility.

During the first half EHU collects appr. 70-80% of tuition fees, thus the need for the Trust fund funding is lower. In the next half EHU relies more on the funding from the Trust Fund due to the drop in the income collection.

The funding from the Trust fund this year comes on monthly basis after factual expenditures and incomes are being provided and checked by the audit firm Deloitte.

- **Incomes from students:** EHU has collected 0.73M EUR from students during the first 6 months. It is 89% of planned annual figure. Collection in the first half was better than anticipated in the beginning of the year. It matches, however, the same level as in the previous year.

It should be stressed that the first half of the year has been usually more productive in collecting tuition fees as the first half of a year outspreads to March which is the first month of the next semester when students start to pay for the spring semester.

Tuition fees built up around 85% of incomes from students. The other part is income for dormitories.

- **OSF funding and other small projects:** This line includes used project grants and used OSF funding related to the Minsk office support and the organization of the distance learning activities in Belarus.

During the first half EHU used 0.19M Eur of project grants. It is slightly behind the budget.

Project / program	Amount used
OSF (2015 funding)	84 370 €
Erasmus+ and MA students Lithuanian support	39 485 €
Hespa Project (OSF funding)	21 481 €
Council of Europe support for journal and book on constitutionalism	18 745 €
Contact / Honest (Horizon 2020)	13 049 €
Projects by German center	7 392 €
Other	4 681 €
Reimbursements by Bard college	2 366 €
Total	191 570 €

As OSF funding is related to the calendar year EHU used all the remaining funds for 2015 by December 31. The funding for 2016 has not been confirmed yet. As half of the year already passed it is unlikely that the university will manage to implement all planned and requested activities by the end of the year. In case of no funding or late funding from OSF for 2016 the deficit of the budget should increase by 0.3M EUR.

Project Grants and reimbursements provided by Erasmus program, Lithuanian government for MA scholarships, Bard workshops, and some others were carried through the University as an intermediary institution leaving in some cases a small percentage of income for the University as an overhead. During the first half the total amount of used project grants and received reimbursements excluding OSF funding reached 107 200 EUR. That is 1/3 of the last full year volume. Moreover OSF funding for 2015, HESP project and support from Council of Europe ended on December 31.

It is worth to add that Media Hub has been awarded with the project grant for EHU Times development from Lithuanian Foreign Ministry. The total amount of the support for the project reaches 50 000 EUR over 2 years.

- **Donations of Facilities:** It corresponds to the planned figures calculated on the basis of space provided at Mykolas Romeris University (the University uses 2,672 sq. m. of Mykolas Romeris University premises).
- **MBA program:** At the beginning of the academic year it was decided to stop enrollment to the MBA program as it turned out the program will not be financially sustainable after the required change to labor contracts which increases the salary costs at least by 50%. In this summer the last students will finish the program. Therefore collection of the tuition fees dropped significantly to 20'000 EUR. On the other hand the expenditures were lower and amounted to 23% of the planned annual figure.
- **Fundraising:** All the fundraising activities were oriented to saving the donor countries that provide support via the Trust Fund. Due to the need to balance the budget, uncertain future funding and remove of the Development department the small scale fundraising activities has been stopped.

Expenditures

In general, EHU has spent 45% of the forecasted annual expenditures. That is 0.26M EUR savings during the first 6 months compared to the budget and 0.4M EUR less compared to the previous year of the same period.

The following points should be noted:

- **Salaries:** This budget line was used slightly less (2%) than forecasted. The decrease of 14% compared to the last year is mainly because of the reduced general administration, lower expenditures on teacher salaries and mobility. It must be stressed that 26'000 EUR of planned expenditures on salaries of general administration were transferred to the other budget line Professional services and consultants as IT department was removed and services outsourced to external company Vilnius Gediminas Technical University. Slightly higher expenditures on Academic administration salaries are related to the redundancies for MBA administration what was not anticipated at the time of the budget approval.

- **Operations:** Expenditures on the operations were 7% lower than anticipated in the budget. Compared to the last year the decrease amounts to 18%. The main areas where the university managed to freeze its activities are IT development (70 000 EUR less than previous year), conferences and research activities (30 000 EUR less than previous year) and library collection (10 000 EUR less than previous year). Expenditures on Professional services and consultants were higher due to the outsourced IT services. Anyway, this increase is compensated by the decrease in the line of salaries of general administration.
- **Development, Recruitment, Students Services and Governing Board, Management expenditures:** Another budget line which was underspent by 30%. Expenditures on small scale fundraising activities, management travels and event organization were limited due to the uncertain funding and thus the need to balance the budget. Recruitment and communication activities have been carried out according to the plan. The recruitment and communication team managed to do many things in house by themselves rather than order the external services therefore the budget for recruitment and communication activities has been saved. The activities of student services also have not been limited. The most of the budget goes to the student research conference and students farewell ceremony both of which are held in the second half of the year thus the expenditures shall reach the forecaster annual figures. Expenditures related to the organization of the Governing Board meetings highly depends on the requests by the GB members to reimburse their travel expenses.
- **Financial support for students:** Expenditures on scholarships and dormitories were in line with the forecast. University does not own, rent or manage the dormitories. It only intermediates between the lessor and students.
- **Expenditures related to Minsk office:** This line was used less than expected as Minsk office has been reallocated to the cheaper place.
- **MBA program.** The lower expenditures in this budget line are due to the fact that the program is going to be terminated and no new students have been enrolled in the autumn.
- **Projects carried out in the university.** This line includes expenses created by the project grants. The table of the projects that a University carried out during the first 6 months of the academic year provided under the Incomes paragraph OSF and other small projects. While in the first half University spent slightly more than half of the budget, at the end of the year the annual figure shall be close to what has been budgeted. It should be noted that overspending in this line does not change the financial situation of the University since most of the expenses incurred under this budget line are financed by the grants shown in the Income line OSF and other grants.