



European Humanities
University

INTERIM REPORT

FOR THE PERIOD

OCTOBER 1, 2013 TO MARCH 31, 2014

EUROPEAN HUMANITIES UNIVERSITY

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This report is dedicated to the students, faculty, and staff who currently study, teach, and work at the European Humanities University. For more information, please contact:

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INTRODUCTION

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

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

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

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

EHU’s participation in mobility programs like ERASMUS, and EHU students’ right to travel freely within the European Union’s visa-free Schengen Area help acquaint them with the rest of Europe and the advantages of European integration. EHU faculty are leaders and partners in academic projects that promote international and interdisciplinary research and teaching and EHU’s Alumni Association offers ways for alumni to benefit from staying in touch with each other and their alma mater. A majority of EHU alumni lives and works 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 2013–2014.

INSTITUTIONAL DEVELOPMENT

During the reporting period, the University was focused on the implementation of a package of faculty reforms that included an open competition to fill 17 newly-created core faculty positions and an internal competition to fill up to an additional 40 full-time-equivalent positions with existing faculty. The purpose of the reforms is to enhance the quality of education and research at the University by:

- Creating a core group of faculty and strengthening its commitment to students and the University
- Improving faculty employment conditions with improved compensation and longer-term employment contracts

In the first years of the University's exile, it was hoped that a return to Belarus would not be long in the making. Hence, the University was staffed largely by visiting faculty. Most faculty members were and continue to be employed on the basis of one-year service agreements. Many have been commuting between Belarus and Lithuania, performing their duties in concentrated blocks of time with accommodations provided to them in local hotels. This arrangement has allowed them to maintain their lives in Belarus, but it has, understandably, tended to limit their availability and, in turn, their overall commitment to students and the University.

After more than eight years in exile, with no improvements conducive to academic freedom in Belarus in sight, EHU's leadership concluded that the University cannot continue to operate in this provisional fashion and, at the same time, hope to achieve the degree of quality in education and research to which it aspires. Therefore, fundamental changes in the way the University operates, including to faculty hiring processes, employment conditions, distribution of workload, and other responsibilities, have been initiated and are expected to continue through the end of AY2013–2014. These include a consolidation of faculty so that better compensation and conditions can be offered to those selected for longer-term employment as well as reorganization and cost reductions in other areas, including administration, to offset the increased costs that faculty reforms entail.

Despite the Administration's best intentions, the proposed faculty reforms led to a conflict with the University's Senate, which was elected in November 2013 on a platform called "For a New EHU." The platform was critical of the Administration and its plans, and called for changes in the University's governance and management, including a stronger role for the Senate.

Due to a breakdown in constructive cooperation between the Senate and the Administration, the Administration appealed to the University's Governing Board to approve its proposed faculty reforms. The Senate was claiming for itself the exclusive right to determine how and which faculty are to be hired. The Administration contested this claim, pointing out that it is not specified in the University's Statute.

The Administration's plan for faculty reforms was approved by the Governing Board and implementation had begun by the end of the reporting period. Meanwhile, the Senate passed a resolution calling for the resignation of key members of the Administration and officially refused to cooperate in the implementation of the reforms.

During the reporting period, the University's Governing Board conducted an international search to fill the new position of provost. Professor G. David Pollick, who previously served as president of four American universities, was selected from a pool of several dozen applicants. Following several meetings with faculty, students, and staff in early 2014, Pollick officially began work for EHU in March.

EDUCATION AND RESEARCH

The reporting period saw continued development of EHU's core curriculum. The aim of the new core curriculum is to systematically introduce students to a range of subjects and encourage them to draw on various disciplines in a creative and entrepreneurial way to develop ideas and solutions to issues and challenges they face as scholars, citizens, and future professionals.

To improve the quality of the University's curriculum in general, in fall of 2013, a Curriculum Development Committee was created. During the reporting period, the new committee was involved in the development of several concept documents (e.g., on bilingual pre-university preparation of students and independent written work), standards (e.g., regarding teaching load) and documents on educational methodology (e.g., a manual for issues related to students' independent work).

EHU's efforts in promoting teaching and scholarship on the study of Belarus continued with approval of a special educational module of Belarusian studies for EHU students, to be developed by the faculty of the History Department in partnership with Lithuanian and foreign academics. The module combining Belarusian history, culture, and heritage in the context of Central and Eastern Europe is to be part of the core curriculum. A memorandum of cooperation was signed with the London-based Ostrogorski Center (formerly, the Center for Transition Studies) to advance teaching and research in Belarusian studies at EHU.

Planning work on the establishment of a Center for Transformation Studies continued. The goal of the Center is to promote teaching and research on transformation processes, especially from statist economies, authoritarian political systems, and societies with limited civic participation and entrepreneurship to socially-oriented market economies, democratic political systems based on the rule of law, and open, entrepreneurial, and participatory civil societies in the EU's Eastern region. Academic activities related to the development of the Center and the theme of transformation were scheduled to begin in May 2014.

Another important area of development for the University is in international cooperation with other higher education institutions. In the beginning of AY2013–2014, intensive cooperation projects were initiated with Bard College (United States). Two seminars on writing and thinking, delivered by Bard College experts for EHU teachers, set the stage for developing similar offerings at EHU. The seminars will serve as models for the development of a "Writing and Thinking" course for EHU students as part of an introduction to liberal arts/humanities education. The course will be introduced in AY2014–2015, in partnership with Smolny College (Russia). New joint EHU-Bard projects in the sphere of distance learning are also being discussed. Approximately two-thirds of EHU students are enrolled in EHU's distance learning ("low residence") programs.

The University's Research Division was focused on further promoting research at the University by redefining research policy and implementing a reporting system on faculty research.

A revision of the University's research policy and strategies was undertaken by the Research Division together with EHU's Research Council. To further institutionalize research activities at EHU, the following research areas were highlighted:

- 1) Strengthening collaboration with European partner structures (in Lithuania and the EU) in creating the European Research Area
- 2) Transformation of research financing policy: redirecting institutional support away from individual research activity toward a more collaborative research model (also including an increase in student engagement in research activities) with wider participation of international partners

From December 2013 through January 2014, a pilot reporting system for individual researchers was implemented (the system was approved by EHU's Senate in 2013). Results were evaluated and used for improving the reporting system and revising research priorities of the University's academic departments. The researcher reporting system will be used to collect research results during AY2013–2014.

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

- An EHU research conference, held in October 2013, entitled "Evaluating Practical Knowledge in the Social Sciences and Humanities: Research Strategies in the Modern University"
- A conference organized by the EHU Research Center "Topos", Vilnius University, and the Søren Kierkegaard Research Centre (Copenhagen) entitled "Existential Interpretation of Being Human in Philosophy and Psychology: Validity and Topicality"

EHU researchers published works through the EHU Press and in other publications. Some statistics pertaining to EHU Press are provided in [Table 3](#) in the List of Tables. Data on publications will be collected, summarized, and provided in the University's Annual Report.

RECRUITMENT AND ADMISSIONS

EHU's Recruitment Campaign was, for the first time, coordinated by a newly-established Recruitment Office and supervised by an interdepartmental Recruitment Committee consisting of representatives of academic departments and other University departments and units. The Campaign was planned with the following targets in mind: 180 bachelor high residence, 150 bachelor low residence (distance learning), and 90 masters students.

The campaign was divided into pan-University recruitment activities, e.g., EHU Open Door Days, a foreign language essay contest in Minsk, et al, and specialized activities for applicants interested in particular programs, including thematic workshops, introductory distance learning courses, seminars, et al.

During the reporting period, the Recruitment Office estimated that approximately 300 prospective students intend to apply for one of the bachelor programs and 45 for one of the masters programs. It was estimated that 6% of applicants would be non-Belarusians (7% was set as the goal of this year's recruitment campaign, bearing in mind the University's goal of increasing the number of full-fee-paying non-Belarusian students to 20%). The number of general recruitment contacts at the end of the

reporting period exceeded 500 and was expected to reach at least 750–800 by the end of the recruitment campaign.

Two major trends were identified among prospective students: the portion of students not from Minsk would likely increase to approximately 30% of all applicants, with most coming from other major cities that are centers of Belarus’s administrative districts; the number of applicants from Belarusian-Lithuanian borderlands was similarly increasing; the portion of students hailing from Minsk was predicted to drop to approximately 30% of all applicants. Second, the foreign language abilities of applicants, as demonstrated in trial examinations and language courses conducted by EHU’s Minsk-based Propilei preparatory school, show a decline in comparison with previous years. The number of attendees at EHU’s Open Door Days increased compared with the previous year. More than 200 prospective students attended Open Door Days in March 2014—an increase of fifty over March 2013.

Based on figures drawn from the range of events and activities organized during the reporting period, recruitment plans appeared to be on track, with expected KPIs as follows: admissions ratio: 1; applications/places: 1; share of Belarusian applicants: about 93–94%.

STUDENT SERVICE

During the reporting period, student-oriented activities managed by EHU’s Student Service were supported through collaboration with a range of partner organizations, including the Lithuanian Youth Association StudAlliance, the Barys Zvozkau Belarusian Human Rights House, Freedom House, BYWatch, and others. Also, Student Service closely collaborated with volunteers and active students willing to participate in a range of international events taking place both at EHU and elsewhere.

More than 25 cultural and social projects were implemented by students with the support of Student Service. While implementing their projects, students had an opportunity to practice teamwork and develop their initiative and project management skills. These events contributed to a greater variety and higher quality of student life at EHU. The projects and events have also helped to identify active students whom the Student Service is planning to engage further in various activities and events.

Projects and events included:

- EHU Student Union elections
- Winter and spring schools “StudAlliance Media Camp”
- Participation of law students in moot court competitions in the United States and Austria
- Workshop on the cultural project “Day of Belarusian Wikipedia”
- “Belarus–Lithuania: Youth Dialog and Development”—a student workshop conducted in collaboration with StudAlliance
- A series of seminars on the “Basics of Human Rights” and a basic course on human rights
- Exhibitions, festivals, and performances

ALUMNI

The University continued its intensive efforts to strengthen connections with and among its alumni. Alumni meetings were held in Minsk, New York City, and Vilnius. Alumni continue to become more engaged in the affairs of their alma mater and show increasing interest in alumni activities and events.

More than 180 alumni, faculty, and current students gathered for EHU's annual Alumni Reunion in Minsk on February 28, 2014 (nearly twice the number that attended the previous year's reunion in Minsk). The Reunion featured presentations of alumni projects, a performance by the popular band Adis Abeba, and a retro-themed party. This was the largest gathering of EHU alumni to date.

New online social media groups were created in Facebook for such alumni initiatives as the Minsk Alumni Club (61 members), the Vitebsk Region Alumni Club (10 members), and the EHU Alumni Travel Club (139 members). The number of members of the main EHU alumni group on Facebook increased to 500.

In March 2014, EHU alumni in Vilnius—in cooperation with EHU LitPro—initiated a project to help first- and second-year students adapt to life in Vilnius. The project started with a panel discussion on campus that included four alumni speakers working in Vilnius for such companies and institutions as Lithuanian State Television, the National Democratic Institute, Western Union, and the Vilnius Street Art Museum. The project will continue with visits to the offices of companies at which EHU alumni work, a guided tour of Vilnius during which alumni will show participants their favorite spots, and an open-air concert at which students and alumni can interact and communicate informally.

In March 2014, forty-four EHU students received their master degrees at a graduation ceremony on EHU's campus. According to survey results, 68% of MA graduates and 100% of MBA graduates were planning to return to Belarus after graduation.

During the reporting period, alumni also became more involved in EHU's recruitment efforts. Alumni speakers participated in Open Door Days both in fall 2013 and spring 2014. In March 2014, an alumni video was produced for prospective students.

INTERNATIONAL COOPERATION

At the beginning of 2014, EHU was awarded an Erasmus+ 2014–2020 Charter and Diploma Supplement Label. These labels are awarded to institutions that have shown excellence in applying the Diploma Supplement, a European instrument that makes teaching and learning more transparent and facilitates the recognition of studies and qualifications.

In March 2014, EHU applied to the Lithuanian National Erasmus Agency for Erasmus+ Mobility grants for AY2014–2015 for 46 students with 460 months of mobility in total.

EHU received funding from the Lithuanian government to support outgoing exchange students and was able to offer spring semester scholarships in the amounts of 41,000 Litas (from Lithuanian budget) and EUR 57,928 (from EC) of the overall scholarship fund. Twenty-five students were granted Erasmus

scholarships and thirteen staff members participated in Erasmus staff training exchanges. At the same time, EHU attracted 26 exchange students from across Europe.

To comply with the new Erasmus+ regulations, EHU has updated 50 bilateral agreements, which include 121 arrangements within different studying programs. In addition, the very first Erasmus+ Multilateral Agreement has been arranged within the Campus Europae Network. This agreement increased EHU's partner network by two new member institutions.

Continuing EHU's participation in the European University Foundation's Campus Europae program, EHU's International Relations Office is hosting the Campus Europae annual conference. Representatives of more than 20 partner universities will visit EHU at the end of April.

Starting with AY2013–2014, EHU renewed its participation in the Lithuanian State Scholarships Program. This program covers second-cycle tuition fees and provides applicants with a stipend of EUR 6,400 in total per study period. The program is designed for Bachelor students from post-Soviet countries, including Belarus. EHU currently receives two grants for Bachelor students in an overall amount of EUR 16,852.

FUNDRAISING

During the reporting period, EHU's Development and Communications Department organized two outreach trips to the United States, one to Germany, and one to the United Kingdom. Their purpose: to continue to increase interest and involvement (steps one and two in the strategic fundraising process of interest > involvement > investment) among Friends of EHU and other existing and prospective supporters, including Belarusians living abroad and EHU alumni.

In the US, two public programs were organized with the support of the Friends of EHU and the Yale Global Alumni Leadership exchange group: one at Columbia University's Harriman Institute and the other at the Yale Club of New York. In the UK, a public event was carried out at University College London. All US and UK events were designed to continue raising awareness of EHU and its need for support. They drew significant attention and interest from audiences that included EHU alumni and Belarusian diaspora, and helped enlarge EHU's network of supporters in targeted countries.

During the reporting period, EHU hosted an Extraordinary Assembly of EHU Trust Fund Donors in Vilnius, six international delegation visits.

HUMAN RESOURCES

In the beginning of AY2013–2014, a total of 293 people worked in 186 FTE positions at EHU. Of these, 190 were faculty members: 96 people in 82 FTE positions were permanent (treated as a full-time), and 94 in 18 FTE positions were part-time.

In February 2014, EHU announced an open competition inviting qualified scholars interested in the advancement of humanities education to apply for 17 full-time positions in all of EHU's academic

departments (five professorships, eight associate professorships, and four lecturers). Offers were to be made of five-year appointments to these positions, all of which would be based in Vilnius.

One hundred and twenty applications were received. A hiring committee was authorized by EHU's Governing Board to conduct the competition. It was comprised of EHU academic staff, administration representatives, and external experts, with student representatives participating as observers. The committee compiled a short list of the most qualified candidates and interviews were scheduled to begin in April. Selections were to be finalized by May and newly-appointed faculty members would commence their duties in October.

QUALITY

During the reporting period, the University was in the process of completing an institutional evaluation conducted by the European University Association. Two visits of a team of experts were held in October and November 2013. An Evaluation Report was produced. The final version of the Report was received in February 2014 and posted on EHU's website¹. After receiving the Report, a plan to implement the recommendations was created and is currently under consideration by the Rectorate.

A Commission on Ethics was formed by the Senate in January 2014. Its purpose is to investigate and resolve appeals from the University community in the area of academic ethics and to create relevant accompanying documents.

In February–March 2014, a periodic student survey was conducted. The data will be processed in April and May, and a report will be produced, presented to the EHU community, and published on EHU's website by June.

COMMUNICATION

While the University continued efforts to cultivate a positive public image through improved branding, modernization and upgrading of communications materials, and improved media relations, the reporting period was a challenging time for University communications, which were overshadowed by blow-by-blow reporting in the Belarusian media on the conflict between EHU's Senate and Administration regarding faculty reform. Senators and others made numerous and vociferous public statements published by the media that were not only critical of EHU's Administration, but seemed to call into question the overall direction and merits of what the University was offering.

Consequently, more than 250 articles mentioning EHU appeared during the reporting period—a stark increase of 80% compared to the same period last year. Over 40% of news stories about EHU were negative in terms of assessments of current conditions at the University. These focused primarily on the Senate's election platform "For a New EHU" and elections to the EHU Senate, the ensuing Senate-Administration conflict regarding proposed faculty reforms, and the non-renewal of the Senate Chair's employment contract. An overwhelming majority (75%) of these stories originated in the Belarusian media and were not picked up by the foreign media, aside from a handful of reports in the Lithuanian

¹ <http://www.ehu.lt/files/IEP%20EHU%20final%20report.pdf>

media. Around 30% of news stories about EHU were positive, mostly originating in the Lithuanian and foreign media. Over a dozen interviews and journalist visits were arranged with many of them reporting on EHU in Scandinavian, German, and French media.

Website visits have grown to over 100,000, surpassing last year's numbers for the same reporting period. Nearly half of visitors come from Belarus (45%), followed by Lithuania (20%) and Russia (9%). A Lithuanian language version of the website was launched, thereby completing the wholesale revamp of the website www.ehu.lt in four languages. A book search function has been added to the EHU Press page, and the admissions page was completely reorganized to be more user-friendly.

EHU continues to build its Facebook (FB) followers group: the number of users who like EHU's FB page has grown by 70% (from 4,400 to 7,500 likes), thanks to significant investment into paid FB advertising. The communications team also continues to promote EHU events via paid advertising on FB, which has increased EHU's visibility in social media channels.

EHU's YouTube account was rebranded, updated, and is now under regular review and updating. The communications team managed the production and airing of a promotional video on Belsat-TV as well as production of an alumni video and production of videos about various EHU events.

EHU continues to reach out to and update its donors and friends through bi-monthly e-newsletters. The communications team also assisted EHU's Dresden-based German support group by creating a German newsletter template so that the e-newsletter could be published in German, as well.

For statistics on EHU's visibility, see [Section 4](#) in the List of Tables.

IMPLEMENTATION OF FINANCIAL PLAN

The budget for AY2013–2014 was planned in the amount EUR 6,073,696. As of March 31, 2014, the actual use of funds was equal to 45% of the planned budget, in line with the University's forecast and almost at the same level as in AY2012–2013. Some differences occurred in separate budget lines and are explained under the section "Explanatory Notes: Implementation of the Budget, October 1, 2012 to March 31, 2013" of the Financial Report. In the Report, implementation of the budget of AY2013–2014 is compared to the implementation of the budget in the same period of AY2012–2013.

Total expenditures planned for AY2013–2014 were EUR 6,073,696, and actual expenditures incurred during that period were 45% of planned annual expenditures.

A detailed Financial Report is provided in [Annex 5](#) of the List of Tables.

LIST OF TABLES

1. Enrollment Trends

Table 1.1. Number of Students

	2013–2014 March 31	2013–2014 September 31	2012–2013	2011–2012	2010–2011	2009–2010	2008–2009
Bachelor High Residence	459	490	514	537	580	690	713
Bachelor Low Residence	869 ¹⁾	791	852	1,180	1,224	1,101	824
Masters	86 ²⁾	166	177	141	133	172	194
PhD	8	8	6	3	n/a	n/a	n/a
Total	1,422	1,455	1,549	1,861	1,937	1,963	1,731

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

- 1) EHU enrollment procedure for low resident students is normally completed at the end of October of the new academic year. The Annual Reports are developed for a fixed period ending September 31: some Bachelor students enroll after October 1 (mostly those who previously left the University and return to continue studies) are quite often not included in the statistics of student numbers. Therefore, in the Interim Report, we can see an increase of low resident bachelor students during the first semester of the academic year.
- 2) In AY2013–2014, graduation from some masters programs was moved from April to February, when 44 MA students graduated. Also, the annual statistics of AY2012–2013 include the interim enrollment, which takes place in April and is not as yet included in the Interim Report AY2013–2014. These two factors make a great difference in half- year numbers for masters programs compared with full-year figures.

Table 1.2. Distribution of High Residence Bachelor Students by Program

Program *	Number of Students					
	March 31, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009
Cultural Heritage	93	97	100	97	105	116
Visual Design and Media	92	94	93	103	102	106
Political Sciences and European Studies	16	17	21	41	44	54
International Law and EU law	103	104	107	100	98	112
Media and Communication	155	178	189	172	172	189
Total	459	490	514	537	580	690

* Program titles are provided as were announced for AY2013–2014

Note. In the Media and Communication program, a sound decrease in student numbers appeared due to the several reasons:

- 1) Academic management's decision to reduce a number of open specialisations in Media and Communication (due to that some students quitted, some moved to other programs)
- 2) Move of some students into the Low Residence mode (see Media and Communication in the Table 1.4)
- 3) Higher than usual drop-out (see third-year students in the Table 1.3).

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

Study Year	Number of Students						
	March 31, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
1st year	118	136	167	165	147	173	235
2nd year	138	138	145	127	149	207	191
3rd year	117	127	97	121	152	155	160
4th year	86	89	105	124	132	155	127
Total	459	490	514	537	580	690	713

Table 1.4. Distribution of Low Residence Bachelor Students by Program

Program	Number of Students						
	March 31, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
Media and Communication	258	232	191	304	299	233	147
Theory and Practice of Modern Art	40	37	75	124	133	122	73
Cultural Heritage	175	163	168	207	202	189	146
Visual Design and Media	222	209	205	233	253	231	201
Political Sciences and European Studies	31	27	33	98	103	110	67
International Law and EU Law	143	123	180	214	234	204	173
Total	869	791	852	1,180	1,224	1,101	824

Note. In October 2013, a number of low residence bachelor students were officially enrolled, providing an increase in student numbers during the first semester. Also, some students (i.e., Media and Communications program) moved to low residence from high residence mode.

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

Study Year	Number of Students						
	March 31, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
1 st year	243	244	307	450	460	404	539
2 nd year	167	158	173	242	386	428	192
3 rd year	186	161	124	264	226	180	67
4 th year	126	106	154	148	120	67	26
5 th year	147	123	94	76	32	21	n/a
Total	869	792	852	1,180	1,224	1,101	824

Table 1.6. Distribution of Masters Students by Program

Program	Number of Students						
	March 31, 2014	September 30, 2013	September 30, 2012	September 30, 2011	September 30, 2010	September 30, 2009	September 30, 2008
International Law and European Law	25	27	32	26	19	26	26
Culture Studies	29*	60	67	48	49	65	58
Preservation and Interpretation of Cultural Heritage	13*	33	32	21	24	28	30
Public Policy	0*	6	25	24	19	15	n/a
MBA	19*	40	21	22	22	12	n/a
Total	86	166	177	141	139	172	194

Note. Numbers with asterisks (*) include graduation in February 2014 (see Table 2.2) and do not include spring enrollment (completed in April).

2. Graduates

Table 2.1. Graduates by Year

	Academic Year							
	2013-2014 First half-year	2012- 2013	2011- 2012	2010- 2011	2009- 2010	2008- 2009	2007- 2008	2006- 2007
Bachelor High Residence	n/a	102	114	120	137	108	n/a	n/a
% of enrolment	n/a	43%	48%	57%	n/a	n/a	n/a	n/a
Bachelor Low Residence	n/a	89	75	31	5	5	n/a	n/a
% of enrollment	n/a	24%	20%	n/a	n/a	n/a	n/a	n/a
Masters	44	53	42	59	48	75	51	49
% of enrolment	n/a	79,1%	63%	69%	27%	54%	n/a	n/a
Total graduated	44	244	231	210	190	188	51	49

Table 2.2. Masters Graduates by Programs

Program	First Semester AY 2013-2014
Public Policy	5
Cultural Studies	17
Historic and Cultural Heritage (New Title: Preservation and Interpretation of Cultural Heritage)	7
MBA	15
Total masters graduates	44

3. Research

Table 3.1. Distribution of Publications by EHU Press by Type

Note. For the first half of AY 2013–2014, EHU Press reported six publications in total.

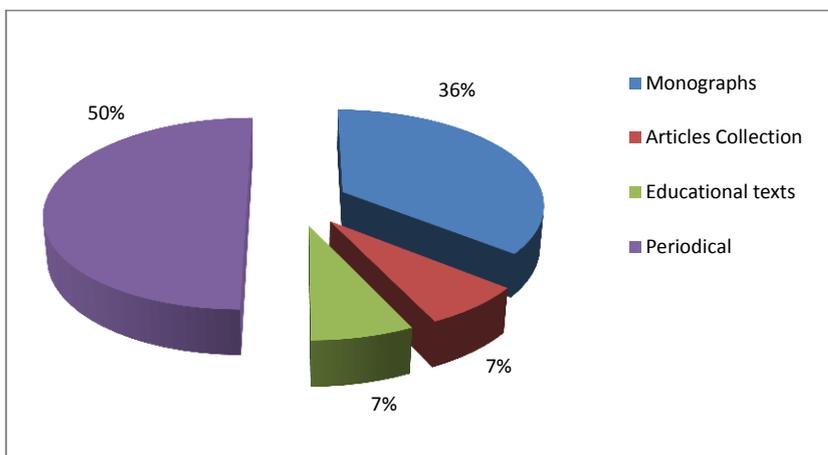
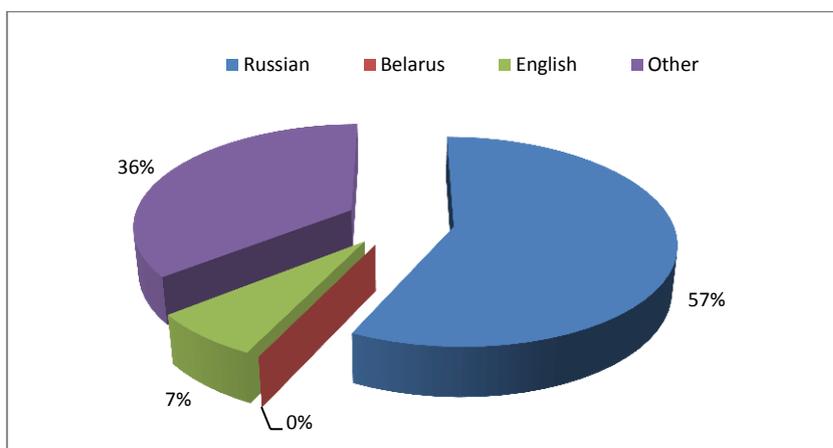


Table 3.2. Distribution of Publications by EHU Press by Language



4. Visibility

Table 4.1 Media Coverage Distribution by Media Issue

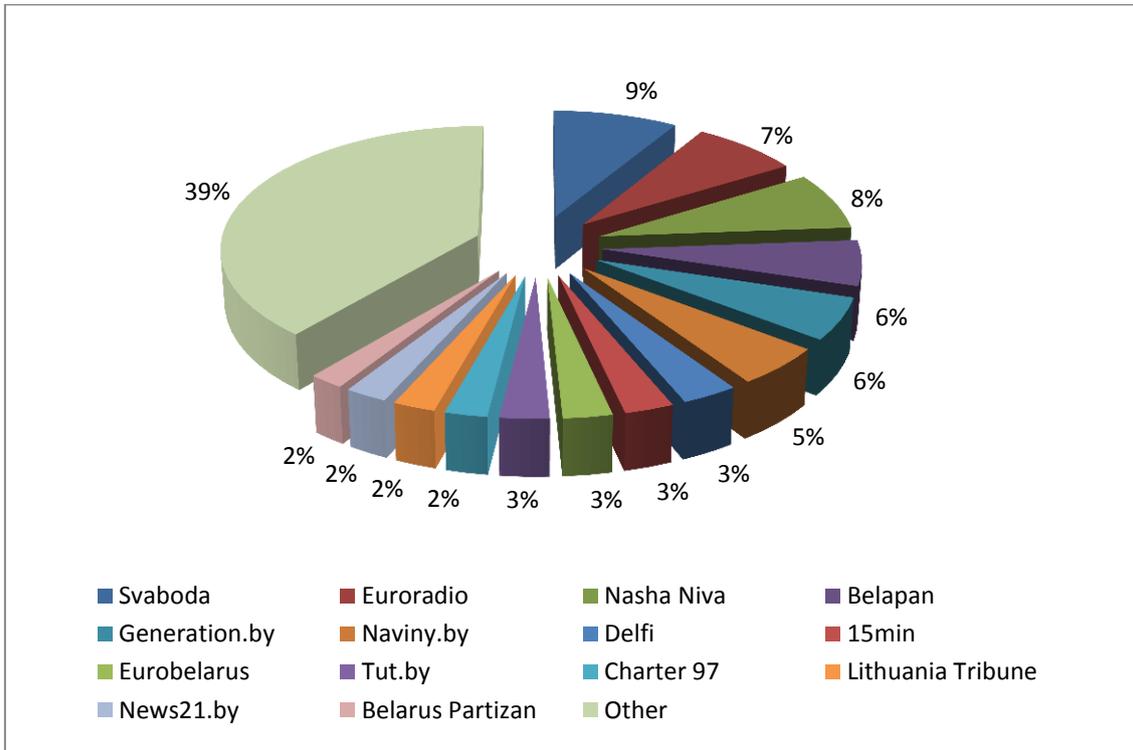


Table 4.2 Media Coverage Distribution by Country of Origin

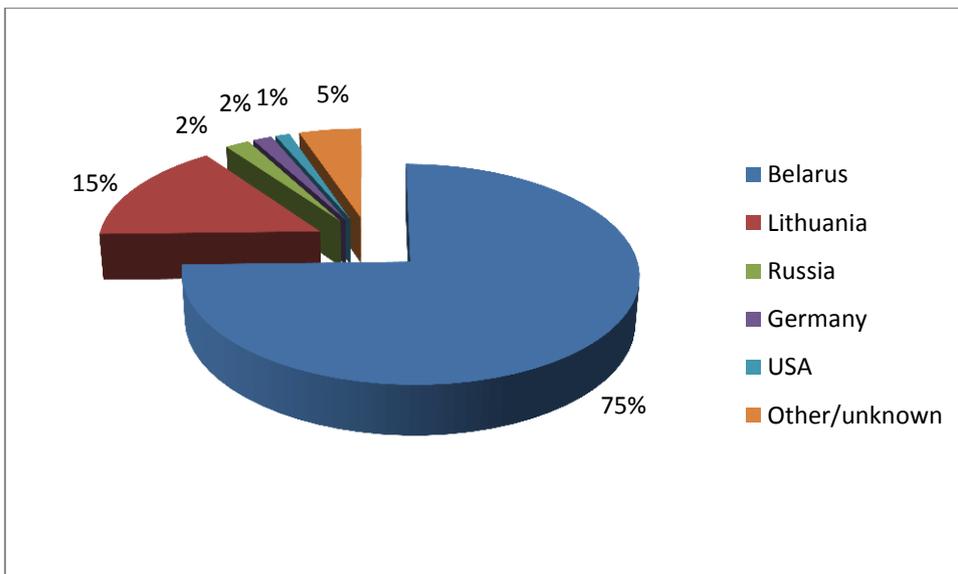
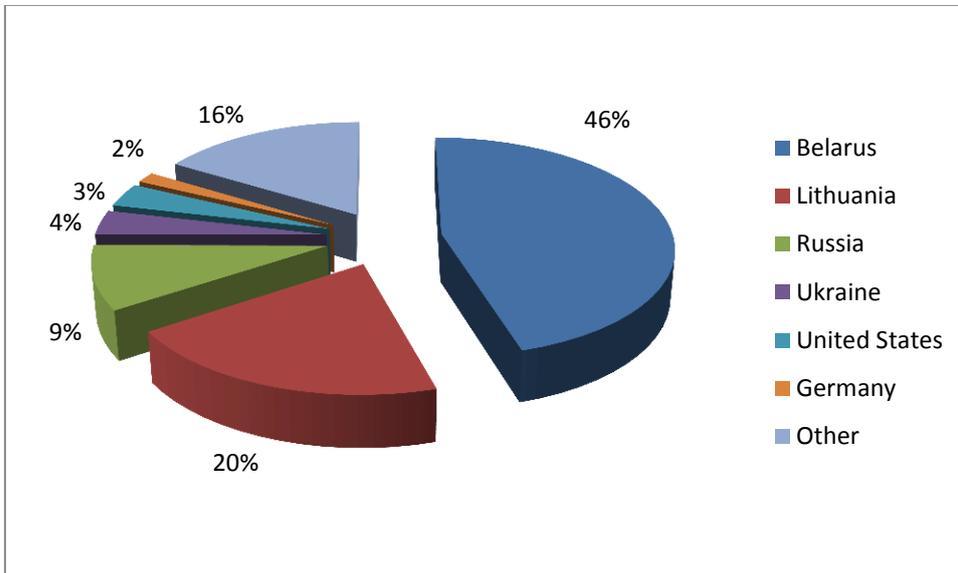


Table 4.3 Percentage of Website Users by Country



5. Financial Report

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

IMPLEMENTATION OF THE FINANCIAL PLAN

Governing Board of European Humanities University

Budgeting and Financial Matters

This paper presents results of the first half of AY2013–2014.

Nr.	Budget Line	AY2013–2014			AY2012–2013		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2013–2014 versus 2012–2013	
Income used							
1	Secured Funding	€ 381,273	€ 220 169	58%	€ 368,471	60%	23
2	Tuition Fees	€ 1,458,167	€ 986,412	68%	€ 1,038,595	95%	24
3	Tuition Fees from Non-Belarusian students	€ 96,225	€ 29,545	31%	€ 16,159	183%	25
4	EHU Trust Fund	€ 3,525,829	€ 1,180,295	33%	€ 993,121	119%	26
5	Additional Income Collected Through Development Department	€ 125,000	€ 23,929	19%	€ 0	0%	27
6	Revenue-Generating Programs	€ 153,564	€ 101,250	66%	€ 80,875	125%	28
7	Other	€ 8,615	€ 7,584	88%	€ 5,161	147%	29
Subtotal Income in Cash		€ 5,748,673	€ 2,549,184	44%	€ 2,502,382	102%	
In-Kind Contributions							
8	Donations of Facilities	€ 325,023	€ 162,511	50%	€ 162,511	100%	30
9	Donations of Equipment, Services, Other Goods	€ 0					31
Subtotal Value of In-Kind Contributions		€ 325,023	€ 162,511	50%	€ 162,511	100%	
TOTAL SUPPORT		€ 6,073,696	€ 2,711,695	45%	€ 2,664,893	102%	

Nr.	Budget Line	AY2013–2014			AY2012–2013		Notes
		Approved in €	Used in €	Implementation percentage	Used in €	2013–2014 versus 2012–2013	
Expenditure							
10	Staff Costs	€ 2,602,676	€ 1,318,496	51%	€ 1,251,343	105%	32
11	Financial Aid Fund for	€ 610,200	€ 248,586	41%	€ 289,230	86%	33

	Belarusian Students						
12	Financial Aid Fund for Non-Belarusian Students	€ 2,000	€ 855	43%	€ 1,111	77%	34
13	Student Activities	€ 40,698	€ 9,136	22%	€ 14,378	64%	35
14	Faculty Development	€ 120,539	€ 60,237	50%	€ 25,878	233%	36
15	Faculty Mobility	€ 150,417	€ 110,079	73%	€ 100,384	110%	37
16	Belarusian Academic Infrastructure and Networks	€ 215,330	€ 96,246	45%	€ 100,027	96%	38
17	Operations	€ 998,693	€ 495,184	50%	€ 378,034	131%	39
18	Expenses of Revenue-Generating Programs	€ 153,564	€ 58,010	38%	€ 58,218	100%	40
19	Institutional Advancement and Development	€ 561,454	€ 208,016	37%	€ 168,810	123%	41
20	Special and Extension Project	€ 163,298	€ 100,628	62%	€ 248,020	41%	42
21	Expenses for Non-Belarusian Students	€ 22,205	€ 6,222	28%	€ 5,774	108%	43
22	Contingency Reserve	€ 432,622	€ 0	0%	€ 23,687	0%	44
Total Expenditure		€ 6,073,696	€ 2,711,695	45%	€ 2,664,893	102%	

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

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

Explanatory Notes: Implementation of the Budget, October 1, 2012, to March 31, 2013

Income

On October 1, the financial plan forecast total income from the following sources: 7% Secured Grants; 25% Tuition Fees; 2% Tuition Fees from Non-Belarusian Students; 61% EHU Trust Fund; 2% Additional incomes collected through the Development Department; 3% Revenue-Generating Programs; and less than 1% was intended for collection through other resources of income.

On March 31, the percentage of the budget used against planned resulted in the following distribution: 5 % Secured Grants; 68% Tuition Fees; 31% Tuition Fees from Non-Belarusian Students; 33% EHU Trust Fund; 19% Additional incomes collected through the Development Department; 66% Revenue-Generating Programs; and 88% Other.

The following remarks should be noted:

- Line Item 1 (Secured Funding): This line includes Project Grants and OSF Funding related to the Minsk infrastructure and organization of the distance-learning activities in Belarus. The greater-than-expected incomes received in this budget line relate to the projects of the European Council and NDI totalling € 41,000 that were carried through the University as an intermediary institution, leaving a percentage of income for the University, as well.
- Line Item 2 (Tuition Fees): Collection of Tuition Fees is in line with our expectations, since the first half of a year outspreads to March, the first month of the next semester and the starting month for the collection of tuition fees for the next semester, and therefore the first half of the

year is more productive in tuition fees collection. It should be stressed that the University collected slightly less in tuition fees in comparison to the previous year as a result of the lower number of students admissions. Nevertheless, the University plans to increase the retention rate of students' leaves us with the realistic goal of collecting all the planned fees through the end of the year.

- Line Item 3 (Tuition Fees from Non-Belarusian Students): The University was unable to attract as many non-Belarusian students as forecast. Therefore, less income was collected than planned, though still almost twice as much in comparison to same period of the previous year. It can be forecast that we will not achieve planned income figures until the end of the year, as well. Nevertheless, our venture to attract non-Belarusian students are quite new, and still not fully prepared with many obstacles remaining, such as language courses and overcoming the historical advantages of other universities, advantages that which ensure name recognition. We expect better results in the future resulting from our additional efforts in Lithuania and border markets.
- Line Item 4 (EHU Trust Fund): As expected, EHU used 31% of the Trust Fund resources in the first half of the year. The reduction in use of this line during the first half is related to University incomes used beforehand to cover costs, and a larger portion of which are collected through the first half of the year. In the next half, nevertheless, the situation changes, and EHU uses more Trust Fund recourses due to the drop in the income collection. An 83% percent increase in the use of the Trust Fund recourses, compared to AY2012–2013, relates to the decrease in the amount of tuition fees collected through the first half of the year.
- Line item 5 (Additional Income Collected through the Development Department). Development activities are quite new to the University. Keeping in mind their complicated nature, we were overly optimistic about plans for additional income collection, though clear progress was made in comparison to the same period of the previous year.
- Line Items 6 (Revenue-Generating Programs). EHU collected about 66% of planned income, and an additional 25% more than in the last year. As a result, a profit of approximately € 43,240 was gathered from the MBA program in the first half of the year. Since the second half is less productive for income collection, expectations are that the final result will be near 10% of profit in this program at the end of the year.
- Line Item 7 (Other). Income generated by this budget line relates to what is called “accountancy profit” and is of a rather technical or incidental character. Due to currency exchange rate fluctuations on the global market, the University received slightly less income than planned.
- Line Item 8 (Donations of Facilities) corresponds to the planned figures calculated on the basis of space provided at Mykolas Romeris University (the University uses 2,672 sq. m. of Romeris University premises).

Expenditure

On October 1, the financial plan forecast expenditures to be distributed in the following manner: 43% Staff Costs; 10% Financial Aid Fund for Belarusian Students; less than 1% Financial Aid Fund for Non-Belarusian Students; 1% Student Activities; 2% Faculty Development; 2% Faculty Mobility; 4% Belarusian Academic Infrastructure and Networks; 16% Operations; 3% Expenses of Revenue-Generating Programs; 9% Institutional Advancement and Development; 3% Special and Extension Projects; less than 1% Expenses for Non-Belarusian Students; and a 7% Contingency Reserve.

On March 31, the percentage of actual expenditure incurred against planned expenditure was: 51% Staff Costs; 41% Financial Aid Fund for Belarusian Students; 43% Financial Aid Fund for Non-Belarusian Students; 22% Student Activities; 50% Faculty Development; 73% Faculty Mobility; 45% Belarusian Academic Infrastructure and Networks; 50% Operations; 38% Expenses of Revenue-Generating

Programs; 37% Institutional Advancement and Development; 62% Special and Extension Projects; 28% Expenses for Non-Belarusian students; and a zero percent Contingency Reserve.

In general, EHU incurred 45% of the costs planned.

The following points should be noted:

- Line Item 10 (Staff Costs) was used in a line with a forecast, and at the same level as in AY2012–2013 with a small increase related to the introduction of a new Provost position and taxation increase related to the changes in contracts pattern.
- Line Item 11 (Financial Aid Fund for Belarusian Students) was used with 9% of savings as a result of decrease in number of students admitted against the figures planned.
- Line Item 12 (Financial Aid Fund for Non-Belarusian Students), in fact, consists of one stipend, which was allocated and paid according to the plans.
- Line Item 13 (Student Activities) was used slightly less than expected and 36% less than in AY2012–2013, since most of the activities, including a student conference, will be held in the second half of the year.
- Line Item 14 (Faculty Development) was used in a line with a forecast.
- Line Item 15 (Faculty Mobility) was used slightly more to compensate for teachers' travelling expenses due to the teacher structure reform started at the University. As a result, more teachers than usual were invited and accommodated at the University.
- Line Item 16 (Belarusian Academic Infrastructure and Networks) was used in line with a forecast.
- Line Item 17 (Operations) was used in line with a forecast.
- Line Item 18 (Expenses of Revenue-Generating Programs): The decrease of 12% in this budget line corresponds to University plans to earn a 10% profit on the MBA program.
- Line Item 19 (Institutional Advancement and Development): Expenses under this budget line are in line with expectations: most of the activities take place in the second half of the year, resulting in increased spending there, as well.
- Line Item 20 Special and Extension Projects. The greater-than-expected expenditures under this budget line relate to projects with the Council of Europe and NDI, totalling € 41,000.
- Line 22 (Contingency Reserve): Funds accumulated under this line were allocated for teacher structure and salary reform. Since the preparatory steps for reform took more time than expected, most of the expenses will be incurred in the next academic year, possibly without the need to use contingency reserves in this academic year.