

EUA Work Programme 2012/2013

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EUA Work Programme 2012/2013

DRAFT 2
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I. Introduction

- Mission Statement – EUA: Strong Universities for Europe

EUA is the major coordinating body for Europe's universities at European level. The association seeks to provide leadership, support and a unifying voice on important issues for universities, and to influence policy through advocacy based on evidence based comparative research.

- Impact of the Strategic Review

In 2010/2011 EUA carried out a strategic review of its activities, member services and orientation. The present Work Programme takes account of the outcomes of the strategic review as adopted by the 2011 General Assembly in Aarhus.

- Strategic Objectives - for the coming 5 years

- Position EUA as the major European stakeholder body informing and influencing the European higher education and research policy agenda wherever decisions are taken;
- Increase the relevance of EUA for members by reaching a broader range of institutional decision makers, thus positioning EUA as an effective resource to guide universities in developing and implementing coherent institutional strategies;
- Increase benchmarking activities on selected topics so as to provide members with comparative information and analysis in which to situate their own national/institutional discussions (and improve the dissemination and discussion of results);
- Consolidate services to members in the areas identified during the strategic review, concentrating on new and innovative new approaches that will ensure more direct involvement of members in activities where EUA adds European and international value to national action.

II. Common policies for European universities – the work of EUA's statutory bodies

One of the purposes of the strategic review was to strengthen the role and improve the functioning and effectiveness of EUA's statutory bodies, in particular the General Assembly, Council and Secretaries General.

- *Council meetings*

There will continue to be three meetings of the Council and the Secretaries General each year, in January, March/April and October. The articulation between the two meetings will be reviewed so as to improve the overall effectiveness of EUA's policy making process. As of 2013 the first two meetings will always be held in Brussels, while the autumn meetings as of 2012 will be organised at the invitation of a national university association so as to allow discussion with national members and other stakeholders.

In 2012, 2013 and 2014 the autumn meetings will be held in Turkey, Lithuania and Finland respectively.

There are also two Standing Sub-Committees of Council that meet on a regular basis, one of which is responsible for preparing the nominations for the EUA President and for Board members, while the other analyses new membership application received prior to each Council meeting.

- *Permanent Standing Sub-Committee of Council on Nominations:*

In October 2011 the Council established a Standing Sub-Committee of Council Nominations as foreseen in the revised 2008 statutes. The first task of the five members of the Standing Sub-Committee, chaired by Board member Professor Jean Pierre Finance, will be to manage the nominations process for four new Board members to be elected by the General Assembly in early April 2013. This will be followed by the search for candidates for the next President-elect to be elected by the General Assembly in April 2014 and take office in March 2015.

- *Standing Committee on Membership applications:*

Since 2008 the Council also has a Standing Committee of the Board and Council to assess membership applications. The task of this committee is to carefully screen all applications received, and to present to Council applications the Committee feels meets the requirements of the statutes or those that rise questions of principle that should be debated by Council. The Committee pays particular attention to applications received from private for-profit universities. In the course of 2012 the Committee will evaluate and report back to Council on its work since its establishment in 2008, including making proposals for any modifications considered necessary in the Rules of Procedure adopted by Council in early 2009.

- *Secretaries Generals*

The Secretaries General of the national Rectors' Conferences meet prior to each Council meeting. The purpose of these meetings is to support the work of the Council and to strengthen cooperation between national Rectors Conferences through the exchange of information and good practice. In the course of 2012 and 2013 EUA will work together to the Secretaries General to seek to professionalise the organisation of these regular meetings.

- *General Assembly*

There will also be changes in the planning and organisation of the General Assembly. As of 2013 the General Assembly will be embedded in an annual "Members' Forum" rather than preceding a major conference.

In 2012 the General Assembly will be linked to an Annual Conference for the last time. The Conference, preceded by the statutory meetings, will take place from 22-23 March 2012, at the University of Warwick (UK). The conference theme is "The Sustainability of European Universities".

- As of 2013 – introduction of an annual ‘members’ forum’

As of 2013 the annual members’ Forum will be organised in Brussels directly following the annual General Assembly, in late March/early April, and thus also be linked to the biennial election timetable. It will be considerably shorter than the present arrangements, with Council, General Assembly and Members’ Forum scheduled to last two days in all.

III. Work Programme 2012/2013 by area of activity

1. Universities in the European Higher Education Area (EHEA)

Specific objectives for 2012/2013

- position universities as the key stakeholder providing input to ‘Education Europe’ and continue to influence the future development of the Bologna Process and the European Higher Education Area (EHEA)
- support universities in improving the learning and teaching process and enhancing the quality of the student experience
- continue to provide comparative data and regular analysis of key developments and trends in European universities

a) Policy Development, advocacy and partners

Bologna Process/European Higher Education Area

EUA will continue to represent universities in the Bologna Follow Up Group (BFUG) structures and to contribute to the working groups established as part of the Bologna Work Programme. These include activities on: Reporting and Stocktaking, Qualifications Frameworks, Mobility, the Social Dimension, European Higher Education in a Global Setting, Recognition and Transparency tools. In 2012 the focus will be on impacting on the 2012 Communiqué to be adopted in Bucharest in April 2012, and on the work programme to be developed for the next Ministerial meeting that will be held in 2015.

In this context EUA cooperates closely with a range of partners, in particular the European Students’ Union (ESU), EURASHE, and ENQA, but also with other consultative members such as the Council of Europe and Education International (EI).

Education Europe and other EU focused activities

Similarly important in 2012 will be the provision of input to the development of the next generation of EU education programmes and budgets for the period 2014-2020. More generally EUA aims at enhancing dialogue with the broad range of European Commission services and other EU bodies, in particular the European Parliament, that have responsibility for Higher Education. In particular in 2012 EUA will be closely involved in the process leading up to the revision of the Directive on Professional Qualifications, an important EC priority in the context of the re-launch of the Internal Market. This work focuses on ensuring that recent higher education reforms in Europe are introduced into the complex processes in place for recognition of professional qualifications. In addition, EUA also participates in the biannual EU Presidency conferences related to higher education and in the biannual meetings of the Directors General for Higher Education.

Other policy priorities

At the same time the operational priorities identified in 2011-12, such as improving understanding of mobility at institutional level, and of tracking student and graduate progress will be continued and further elaborated, in particular in the context of the ongoing project funding support described below. A further priority will be to continue to promote strategic institutional approaches towards Lifelong Learning around the concept of the 'engaged university' given its importance for both institutional development and for ongoing policy EU and EHEA policy debates.

b) Projects

As a service to members, and so to be able to provide comparative information, and encourage exchange of experience and good practice among members the following projects are being implemented.

- **Mapping University Mobility of Staff and Students (MAUNIMO)** – 75% DG EAC funded, from 2010-2012 www.eua.be/maunimo

Europe's statistical data on student and staff mobility are insufficient and not fully comparable. What is more, the current policy focus on data collection tends to overlook the institutional realities and complexities of mobility. While regional efforts to improve data are underway, this project is supporting a cohort of 35 European universities to undergo a mobility self-assessment that encourages both strategic development and data collection enhancement. An online 'Mobility Mapping Tool' is being piloted by the participating universities and used as a basis to stimulate discussion both within the institution and across borders. The project will identify case studies, and assemble qualitative data and information on institutional mobility strategies and mechanisms. It is also expected to develop recommendations for institutions as they respond to external data demands regarding mobility. The project will conclude with a publication, and a large dissemination conference in September 2012. A possible dissemination project for the Mapping Tool is being prepared.

Project events:

- *MAUNIMO Evaluation Seminar on the testing of the mobility mapping tool:* 3-4 May 2012, Trento Italy
- *MAUNIMO Project Final Conference, Oslo:* the results will be presented at an event to take place on 4-5 September 2012 and that will be open to all interested parties.

- **Tracking Learners' and Graduates' Progression Paths (TRACKIT!)** – 75% DG EAC funded, from 2010-2012 www.eua.be/trackit

The project involves a comparative study that focuses on systematic approaches to assessing the tracking procedures applied by institutions, national agencies and researchers regarding learners' and graduates' progression paths during their studies and in transition into the labour market, and also considers their impact and relevance with regard to strategic institutional aims. Given multiple definitions of excellence and the growing diversity of institutions and their student bodies a key question being addressed is how tracking learners and graduates can be achieved in a way in which a student-centred approach is maintained.

Project event: TRACKIT Project Conference

- a conference will take place on 5-6 June 2012 at the Aarhus University Copenhagen campus bringing together researchers, policy-makers and higher education intuitional leadership to discuss the preliminary findings of the project.

2. Research and Innovation –Universities in the European Research Area

Specific objectives for 2012/2013

- *position EUA as the key university stakeholder providing input for HORIZON 2020 and the next steps in the implementation of the European Research Area*
- *ensure that universities' interests are taken into account in decisions taken on programming, budget and the Rules of Participation*
- *explore the need for further cooperation platforms among European universities in key research areas (grand challenges) along the lines of the energy platform (EPUE) as a means of enhancing the involvement of research intensive universities in EUA*
- *continue to develop the CDE as a motor for the improvement of doctoral education in Europe and for addressing questions related to the improvement of researcher careers.*

a) Policy Development, advocacy and partners

- *The Research Policy Working Group (RPWG):*

The RPWG, constituted of members delegated by the national university associations, operates under a mandate from Council and reports regularly to Council on its activities. The focus of the RPWG is on influencing European policies and on strengthening the role of universities as research institutions, in particular in the European Research Area (ERA) (3 meetings per year). The RPWG addresses issues related to the implementation of the 7th Research Framework Programme, and the development of its successor programme HORIZON 2020. Positioning EUA as the key stakeholder for universities on EC Communications/Recommendations for HORIZON 2020 and the next steps in the implementation of the European Research Area will be an important focus of activity in 2012. This involves RPWG maintaining dialogue with EC DG Research and Innovation, the European Research Council (ERC) Scientific Council, European Research and Innovation Area Board (ERIAB), the European Research Area Committee (ERAC), the European Institute of Innovation and Technology (EIT) Governing Board and other such bodies. It also involves strengthening dialogue with associations representing other main stakeholders in the ERA, including non-university research institutions, national research funding agencies and industry/business enterprises.

- *European Energy Research Alliance of the EU Strategic Energy Technology Plan (SET – PLAN):*

As an invited observer by the EC DG Research and Innovation in this initiative which is led by national research institutes, EUA has developed, through a questionnaire (on research and education capacities in the field of energy) to its membership, a "European Platform of Universities engaged in Energy-related Research" (EPUE). EPUE was launched in November 2010 at the EU SET-PLAN Conference. By September 2011 EPUE had attracted 158 universities to join the Platform. Scientific experts nominated by national

university associations form a small EPUE Steering Group that guides this activity and reports to the RPWG and EUA Council.

-EUA-EPUE Inaugural Event:

An inaugural meeting of the European Platform of Universities engaged in Energy-related Research will be held at Delft University of Technology, the Netherlands, on 23-24th February 2012. Its purpose is to discuss the potential role and development of the European Platform "from concept to implementation" and to consider a range of activities addressing the main goals: to establish a strong voice for university-based energy research and education at the European level, and to seek to ensure that characteristic university attributes such as fundamental research and training, and collaborative activities with industry partners, are included in forthcoming European energy activities and instruments in HORIZON 2020.

- New 'HORIZON 2020' Policy Framework

EUA participates in several fora and expert groups established by the European Commission Directorate General for Research and Innovation (DG RTD) addressing European Research Area policy development. Following its position "Smart People for Smart Growth" on the EC consultation on the "Innovation Union" and its response to the EC "Green Paper" on a Common Strategic Framework for EU Research and Innovation Funding", EUA is the main stakeholder for Europe's universities in follow-through consultations on future content and new instruments for the new 2014-2020 programme and in expert groups addressing key issues including "simplification" and common principles for conditions governing external funding of research, and factors enhancing research careers and mobility. Through the RPWG's advice to Council, EUA seeks to take a pro-active approach towards the European Institutions to ensure that Europe's universities play a full part in building the European Research Area.

In 2012 EUA will also provide input as a European Stakeholder to the development of the "ERA Framework" conditions following its input in November 2011 to the EC consultation on this topic. The "ERA Framework" discussions focus on the "barriers and bottlenecks" to be overcome in working towards the realization of the European Research Area. EUA will bring its empirical evidence from its membership into the considerations of how to overcome these challenges in fields both identified by the European Commission, i.e. quality of doctoral programmes, attractive research career conditions and mobility incentives; dissemination of research results and open access to publications, international research cooperation, and those from EUA's work and activities, e.g. the development of full costing methodologies and sustainability of university-based research, and university contributions to "tackling societal challenge" topics/fields through research and training, including new interdisciplinary fields etc. On the latter, EUA's experience in building EPUE will provide important insights.

- Strategic partnerships

EUA also influences ERA developments through its strategic collaboration with other European associations representing non-university research institutions and industry/businesses through its role in the Responsible Partnering Initiative, which includes representatives of EUA, European Industrial Research Management Association (EIRMA), European Association of Research and Technology Organisations (EARTO), and the European Knowledge Transfer Association, ProTonEurope. A Steering Group meets regularly to promote university/industry cooperation based upon good practice experience. In 2009 the group prepared a revised edition of Responsible Partnering

Guidelines based on good practices in collaborative research and will continue to promote these new guidelines in 2012/13. These partner organizations provide also input and contributions to the current projects DOC-CAREERS II and EUIMA collaborative research.

- New developments planned

In the area of Research and Innovation, there have been extensive discussions on the need for new activities to engage and cluster "research intensive universities" in EUA activities. The Board has established a working group led by the EUA Vice President to develop proposals in this respect. The intention is not to create new networks of universities along the lines of presently existing networks whose purpose is to group universities according to shared characteristics and values e.g. LERU, Coimbra, UNICA etc., but rather, building on the experience of EPUE, to consider whether further "platforms" of universities could be valuably created to address focussed issues and goals, e.g. to place universities in a strategic position to bring their research capacities to address other "Tackling Societal Challenge" fields such as climate change, health, etc.

Moreover consideration will be given to the development of further activities that take forward other "main issues" identified as priorities for HORIZON 2020 in EUA's position paper i.e. the future development of the ERC and Marie Curie Actions as key "bottom-up" instruments for Europe's universities; simplification of external funding instruments through identification of common rules; maximum synergy in use of regional funds for research and innovation activities; integration and support for research perspectives from the social sciences and humanities; and bringing European universities' experience into the development of future science cooperation agreements between EU and associate countries and other global regions.

Priority will also be given to the analysis of data arising from recent EUA projects in research and innovation particularly with respect to collaborative research and doctoral education with external partners to underpin EUA input to European policy and instrument development in these high priority areas at the EU level.

b) Projects

- **DOC-CAREERS II** – 89% DG RES FP7 funded, 2009 to 2012
www.eua.be/doc-careers-ii

The main aim of DOC-CAREERS II is to contribute to enhanced employability of doctoral holders in the public and private sector. The project further explores one of the key findings of DOC-CAREERS i.e. that collaborative doctoral education schemes are very diverse and tend to include local and regional cultural differences. In order to capture the diversity, DOC-CAREERS II looks at how universities work with their regional partners (local Small and Medium Enterprises, large Research and Development enterprises, non-university research institutions, non-governmental organizations and other industries). A series of five Regional Workshops has taken place around the following topics:

- skill developments and mobility strategies in doctoral education in relation to career development and employability;
- empirical insights relevant for the reform of doctoral programmes;
- regional cooperation and networking in dialogue with employers; and
- building sustainable partnerships, networks and initiatives aimed at fostering collaboration between the public and private sector.

The final project conference is being held in Brussels in January 2012.

- **EUIMA "Take-Up" activities** – 89% DG RES FP7 funded, 2009 to 2012
www.eua.be/euima

The overall goal of the "take-up" activities is to demonstrate that the ERA and the EHEA require a globally competitive European university sector. Within this framework EUIMA (European Universities Implementing the Modernisation Agenda) addresses two main elements of the modernisation agenda for Europe's universities, collaborative research and sustainable funding. The research part of the project looks specifically at: the transparency and appropriateness of measurement tools for the assessment of university-based collaborative research, reflecting the diversity of universities' missions. It has involved the convening of six workshops and a series of case studies, with a final workshop in May 2012 in Brussels to discuss the European policy implications of the research findings. The second part, sustainability of university funding, financial management and the development of full costing looks at the development of appropriate funding mechanisms to ensure the sustainability of the sector as a whole. Implementation of these activities includes 7 workshops and 4 study visits over the period 2010-2012. The final visit will take place from 23-25 January 2012, hosted by Trinity College Dublin, Ireland.

- **Accountable Research Environments for Doctoral Education (ARDE)** – 75% DG EAC funded, from 2010-2013 www.eua.be/arde

This project examines European doctoral programmes with a view to mapping existing structures for accountability and identifying good practices. Over the last decade, European universities have carried out substantial reforms of doctoral education. It is widely agreed that successful doctoral education is dependent on high-quality research environments with clear missions and strategies. Nevertheless, the means of enhancing the accountability of these environments have not been addressed in a methodical way. This project aims to map the existing procedures, good practices and problem areas in assuring quality in doctoral programmes through a survey and consultation process areas of specific interest will be explored. This process will include intensive working groups combined with an on-line discussion forum as well as a final project event that will take place on 27 September 2012 at the Karolinska Institute, Stockholm, Sweden. This event will gather a range of stakeholders to discuss and validate the results from the consultation process. The ARDE project report will be published in early 2013.

c) Member Services and events

The EUA Council for Doctoral Education (EUA-CDE)

Specific objectives 2012-2013:

- *Continue to develop EUA-CDE as a membership service by increasing the membership base and providing opportunities for members to share experience and best practices*
- *Develop further doctoral education in Europe with a particular focus on the implementation of reforms at institutional level*
- *Promote the global perspective of doctoral education through targeted membership activities*

EUA established the Council for Doctoral Education (EUA-CDE) in 2008 as a means of strengthening and supporting doctoral education in European universities on the basis of the Salzburg Principles adopted in 2005 and updated as 'Salzburg II' in 2011. Following the adoption the Salzburg II Recommendations the priority for 2012 and 2013 will be to

focus on the implementation of these recommendations in different institutional contexts and on the development of institutional strategies at the programme level as well as to gather evidence of the internal dynamics created by an increasingly professional management of doctoral education in universities.

These objectives will be taken forward through the organisation of EUA-CDE regular thematic workshops and of the annual meeting. Their common purpose is to facilitate dialogue among its members and provide a forum for the exchange of good practices between universities. CDE also publishes a CDE Newsletter 4 times a year. The Annual Meeting of EUA-CDE has developed into the main forum for stakeholder dialogue regarding doctoral education. It brings together more than 200 participants, mainly EUA-CDE member institutions, to present case studies, exchange information about European developments and engage in discussions with a range of other actors including policy makers, funders and quality assurance agencies. It is a unique opportunity for open communication between these different groups. The 2012 meeting will focus on models and opportunities for funding doctoral education, thus also providing an opportunity to link EUA's work in this area to the association's overall ongoing work on university funding.

EUA-CDE also acts as a voice for European universities to address common concerns in relation to doctoral education both in Europe and beyond. Reflection on these and other topics related to doctoral education is the role of the CDE Steering Committee that consists of seven members from across Europe as well as an ex officio member of the EUA Board. The Steering Committee also adopts the annual work programme and oversees the implementation of projects and events.

Events planned for 2012/2013

Fifth EUA-CDE Workshop: Supporting Individual Paths of Doctoral Candidates: Experience, Skills and Guidance, hosted by Trinity College Dublin, Ireland 12-13 January 2012

Doctoral Week: combined CODOC report launch event (cf. P...i), EUA-CDE Annual Meeting and ARDE workshop (cf. x), 24-27 September 2012, Karolinska Institute, Stockholm

EUA-CDE Annual Meeting, 25-26 September 2012, Karolinska Institute, Stockholm, Sweden "Funding of Doctoral Education"

3. Quality Management

Specific objectives –

- *Represent the views of the university sector in European level policy discussions on the development of internal and external quality assurance*
- *Support EUA members in developing internal quality systems aiming to promote institutional quality cultures embedded in institutional strategies*
- *Monitor and analyse the development of transparency tools and rankings and their impact on universities*

a) Policy Development, advocacy and partners

EUA continues to be active in the field of quality development and quality assurance both as an association on behalf of its members and through the 'E4' partnership with Quality Assurance Agencies (ENQA), ESU and other higher education institutions (EURASHE). The 'E4,' among other activities, provides advice to the BFUG on quality related topics. Of particular importance in 2012 and 2013 will be the follow-up of the E4 report resulting from the so-called 'MAP-ESG' project, set out below. The report recommends that the European Standard and Guidelines for Quality in the EHEA (ESGs) should be revised by 2015. This recommendation will go forward to the April 2012 Bologna Ministerial meeting. If the Ministers endorse this recommendation EUA will be intensively involved in the follow-up discussions on the revision of the ESG in the course of 2012 and 2013 so to represent the views of the Universities on how the European quality assurance framework will be defined in the future.

As a founding member of the European Quality Assurance Register (EQAR), together with its E4 partners, EUA is a member of the European Quality Assurance Register (EQAR) Executive Board and of the General Assembly and nominates two members of the European Register Committee that decides on applications to the Register.

EUA is also active at international level in particular through the International Network for Quality Assurance Agencies (INQAAHE), through participation in CHEA and through membership of a national Task Force on Accreditation established by the American Council on Education (ACE).

b) Projects

- **Examining Quality Culture (EQC) in higher education institutions** – 75% DG EAC funded, from 2009 to 2012 www.eua.be/eqc

This project (EQC) has mapped institutional responses to the Standards and Guidelines for Quality Assurance in European Higher Education (ESG) across the 47 Bologna signatory countries. The analysis has focused on the development of a quality culture in higher education institutions with a view to providing an overview of the internal quality assurance processes used in institutions. After a survey conducted in 2010 and interviews carried out in 2011, which have resulted in two publications, a final dissemination workshop will be organised in February 2012 in order to disseminate practices and offer EUA members an opportunity to share experiences.

- **Mapping the implementation and the application of the European Standards and Guidelines for Quality Assurance in the EHEA (MAP-ESG)** – 70.33% DG EAC funded, from 2010-2012 www.eua.be/map-esg

The purpose of the project is to gather information on how the ESGs – adopted by the Ministers in HE in 2005 following a proposal of the E4 Group – have been implemented and applied in the 47 Bologna signatory countries, at national level, in HEIs and within QA agencies. As one of the partners EUA has consulted its members on the topic and contributed to the contents of the final report. The MAP-ESG Launch Conference will take place in Copenhagen, on 17 January 2012.

- **EUA Rankings Project** – part funded by the Robert Bosch Stiftung and Fundacao Gulbenkian, from 2010 to 2013 <http://www.eua.be/eua-work-and-policy-area/quality-assurance/transparency-and-rankings>

In 2009 the Council launched the Rankings Project as a new, pilot activity for 2010/2011 with the aim of describing and analysing the methodologies of global rankings. Oversight of the project was entrusted to an Editorial Board chaired by the EUA President, and including Board Jean-Pierre Finance, Council member Jens Oddershede, and former Council member Sir Howard Newby. Author of the report is Professor Andrejs Rauhvargers, Secretary General of the Latvian Rectors' Conference. The first edition was published in June 2011 and has been widely disseminated and report in the media. The Editorial Board considers that the project has been very successful thus far and that EUA should use the expertise developed and momentum gained to continue working on this important issue, also beyond the horizon of 2012. The Editorial Board recommends that EUA should commit to the project for a minimum period of 5 years, so as to be able to further develop EUA's developing position as a reference body for the monitoring of rankings.

c) Member Services



The Institutional Evaluation Programme (IEP)

The Institutional Evaluation Programme (IEP) is an independent membership service that has been operational since the mid 1990's. So far more than 280 evaluations have been carried out in 45 countries. Since December 2011 IEP is listed on the European Quality Assurance Register for Higher Education. IEP is managed by a Steering Committee which has full responsibility for the development, operation and monitoring of the programme and adopts the IEP annual work programme.

The IEP uses a pool of approximately 80 European experts with responsibility for about 15 institutional evaluations per year. The objective of these assessments is to evaluate the quality monitoring processes used by the university and assess how these relate to strategic management processes. The overall aim of the programme is to strengthen institutional autonomy and create support mechanisms for institutional change. The experts are current or former university leaders, higher education professionals and students, for whom IEP organises an annual training seminar to ensure the quality of IEP evaluations. The 2012 seminar will take place in Bucharest, Romania on 4-5 October.

In 2012 evaluations will take place at the following institutions. Registrations for 2013 can be submitted until June 2012:

- Masaryk University, Czech Republic
- Universidade de Trás-Os-Montes e Alto Duro, Portugal
- Atılım University, Turkey
- Yeditepe University, Turkey (FU)
- Polytechnic Institute of Braganca, Portugal (FU)
- Izmir University of Economics, Turkey (FU)
- University of Beira Interior, Portugal (FU)
- Universidade de Madeira, Portugal (FU)

Coordinated institutional evaluations in Romania –European Structural Funds funded, from 2012 to 2014

In addition the Programme will be in charge of carrying out coordinated institutional evaluations in Romania during a three period beginning in December 2011.

At the request of the Romanian Minister of Education, EUA has agreed to act as an external body supporting the Romanian Ministry of Education in the higher education reforms, which have been outlined in a higher education bill adopted in the beginning of 2011. In the first phase of the reforms, around 100 universities (public and private) were grouped into three major categories of institutions: research intensive; teaching and research oriented; and mainly teaching institutions, in a move designed to diversify the country's HE system. EUA's agreement with the Romanian Ministry included the proposal to EUA of supporting and working with Romanian universities in the crucial follow-up phase focused on improving quality and institutional performance. This will be done by means of institutional evaluations carried out and workshops organised by EUA's Institutional Evaluation Programme in the framework of two structural funds projects co-ordinated by the Romanian National Higher Education Agency (UEFISCDI).

Consultancy projects at the request of members

- *Support to the development of the 'Université de la Grande Région' (UGC):*

EUA has been invited by the UGR project members (the universities of Saarbrücken, Trier, Kaiserslautern, Luxembourg, Liège, Nancy, Metz) to conduct an evaluation with the aims of: assessing progress in relation to UGR's set objectives, based on a self-evaluation report and the site visits, and contributing to UGR's strategic and sustainable developments by identifying ways in which cooperation among the universities could be sustained and increased and how to improve international visibility through a communication strategy. This activity will be carried out in 2012

- *Evaluation of the situation of Portuguese higher education*

Following the coordinated institutional evaluations that took place in Portugal over the period 2006-2010 EUA has been asked by the Portuguese Rectors' Conference to conduct an analysis of these and other recent developments in the higher education sector with a view to considering how best to support further improvements in the years to come.

d) Specific events planned for 2012/2013

European Quality Assurance Forum (EQAF) in 2012 and 2013

The European Commission provided support for the first five annual events that EUA organises on behalf of the 'E4' group as a whole. The high interest and participation in the sixth annual event held at the University of Antwerp in November 2011, fully funded on a fee basis for the first time, with some 400 participants, has demonstrated the value to members of this event. It has therefore been decided to continue to organise this event annually on a full cost coverage basis.

The seventh European Quality Assurance Forum (EQAF) will continue to be organised by EUA through the E4 group (ENQA, EURASHE, ESU and EUA) and will be held in November 2012. The EQAF has positioned itself as the main annual discussion forum on quality assurance in higher education. The audience for this event ranges from institutional leaders, quality assurance practitioners, staff of quality assurance agencies, students, higher education researchers, and intergovernmental organisations.

4. Governance, Autonomy and Funding

Strategic aims and specific objectives:

- *Provide data on, analyse and monitor developments in national higher education framework conditions (through regular updates of the Autonomy Scorecard) so as to provide tailored advice and contribute to system level improvement as well as enable institutional benchmarking;*
- *Develop and structure a European space for dialogue on higher education funding, underpinned by the further development of EUA's funding observatory, with a continued focus on the impact of the financial crisis on higher education funding;*
- *Provide analysis of policies and developments aiming at system efficiency and its structural effects (concentration of funding, mergers, initiatives of excellence)*
- *Strengthen EUA's position as the key university stakeholder in the debate on future European funding programmes, with a focus on simplification and the formulation of adequate funding conditions, also by increasing EUA's involvement in relevant technical funding debates (by drawing on the expertise of its membership);*
- *Support universities in developing modern financial management strategies and tools (full costing and diversification), e.g. through tailored consultancy services and capacity building.*

a) Policy Development, advocacy and partners

EUA's advocacy work in the area of governance, autonomy and funding seeks to influence policy processes in both the EHEA and ERA and on the national and regional level. It contributes to improving funding conditions for higher education institutions as well as governance and autonomy frameworks. Activities include the broad dissemination of project findings and comparative analyses to inform and raise awareness among policy makers. A strong focus in 2012 and 2013 will be to further develop connections with European and national members of Parliament, national ministerial expert groups and national permanent representations in Brussels.

EUA's work on governance frameworks and institutional autonomy is particularly relevant at system level and emphasis will be put on further developing activities with EUA's collective members, with a view to supporting them in their national endeavours.

EUA is recognised as the main European university stakeholder on university governance and funding issues and participates in a number of high-level expert groups, such as the DG RTD Expert Group "Towards common principles for external research funding" and the Directorate General for Education and Culture Peer Learning Activities on governance and funding issues. Furthermore, EUA provides input to EU Presidency conferences and participates in meetings of the Directors General for Higher Education and relevant national advocacy events.

In the coming two years EUA will seek to deepen its expertise on funding issues in order to provide substantiated expert input into technical debates. To this end EUA works with a group of experts from member institutions to provide feedback on the impact of the funding conditions and regulations of European funding programmes, with a specific focus in 2012 on the development of the Rules of Participation of HORIZON 2020 and related regulations.

Other key European partners are organisations such as HUMANE, EARMA, the European Foundation Center and CASE. There is also cooperation with national organisations such

as the Leadership Foundation for Higher Education in the United Kingdom and national foundations, such as the German Stifterverband.

b) Projects:

- **A-CARD Autonomy Scorecard** – 75% DG EAC funded, 2009 to 2012
<http://www.eua.be/university-autonomy-in-europe>

The Autonomy Scorecard project that is presently being finalised consolidates data and findings from previous work on autonomy. It compares different elements of university autonomy thus enabling governments to benchmark their progress on governance/autonomy reforms vis-à-vis other systems, and provides policymakers with feedback on national reforms from an institutional perspective. The final project report includes a detailed analysis of the status quo of institutional autonomy and scorecards on four autonomy dimensions (organisational, financial, staffing and academic). The project results and the data collected will feed into EUA's Autonomy Index, a dedicated and interactive online tool, which represents a further milestone in EUA's work on autonomy. The

Autonomy Index, which will be launched in early 2012, will provide national rectors' conferences and other stakeholders with an "at a glance overview" of the status of university autonomy across Europe, thereby facilitating longitudinal analysis and cross-referencing with other data and providing the information needed to engage in policy dialogue on governance and autonomy reforms. The scorecard and online tool aim to record and describe trends and progress on a regular basis.

- **EUIMA "Take-Up" activities** – the sustainable funding component: of this project is referred to in Section 2 on Research and Innovation
- **EUA Funding Forum** – 75% DG EAC funded, from 2011 to 2012
<http://www.eua.be/eua-funding-forum>

Following the success of events on income diversification and full costing for universities, in 2012 EUA will organise the "Universities' Forum for Financial Sustainability", an inclusive platform to debate and share experiences related to funding in higher education. Participants and contributors to the Forum will seek to define the key conditions that make funding systems sustainable and identify best practices on how to achieve this goal. The outcomes of the Forum will also inform European institutions as well as national and regional public authorities of the views of the sector. This project builds on the findings of the EUDIS and EUIMA projects, as well as EUA's work on financial autonomy.

The Funding Forum will be held on 11-12 June 2012, hosted by the University of Salzburg, Austria: its strategic aims are to:

- Develop, structure and give visibility to a sustainable European "higher education funding" community, including all relevant stakeholders
- Ensure a structured and comprehensive dissemination of existing work on higher education funding
- Organise structured discussions and exchanges on the topic of financial sustainability
- Establish relevant, peer-to-peer networks for the participants.

Should this event be successful then the intention is to continue on a full cost basis with a regular annual event as of 2013 thus also following up on the strategic review recommendations to offer additional à la carte services to members.

5. European universities in a global context

Specific objectives –

- *Position EUA as the key university stakeholder providing input to the EU's growing internationalisation agendas in relation to the future 'Education Europe' and 'Horizon 2020' programmes;*
- *Revise EUA's 2006 "International Agenda" in the light of these developments and the results of the strategic review, ensuring that the new internationalisation strategy is comprehensive, thus including, for example, reference to capacity building and to the growing importance of the internationalisation of research activities in addition to institutional development and the promotion of mobility*
- *Consolidate EUA's role in interregional dialogue fora (Africa-EU partnership, ASEM Education Process, EU-LAC) both at political level and through exchanges with regional and national university association partners;*
- *Continue to seek external project funding so as to be able to involve EUA individual member institutions in international cooperation projects;*
- *Improve monitoring of higher education in the so-called 'EU Neighbourhood region', in particular the Middle East and North Africa, and consider ways of developing closer contacts with universities and their representative bodies in these regions.*

a) Policy Development, advocacy and partners

Global Policy dialogue and greater focus on internationalisation at EU level

In response to the increased international activities of European universities, the growing awareness at EU level of the importance of universities as actors worldwide, and the major interest in European developments in other parts of the world, there is pressure from members to expand EUA's international agenda.

At present EUA focuses on promoting dialogue and exchange with counterparts in other world regions. In future EUA will also need to be increasingly involved in advocacy towards different EU bodies given the establishment of the EU External Action Service and the growing interest in universities as important partners in policy and programmes targeted at 'third country Collaboration'. It is to be expected that this will be reflected in the new programme generation soon to be announced by DG EAC and DEVCO (2013-2020) and in the Strategy for International Higher Education that DG EAC has announced for 2012.

External project funding is crucial in allowing EUA to operationalise these aims in different parts of the world. It will allow the association to continue its ongoing exchanges with partners in the Americas, Africa, Australia and Asia in 2012 and 2013. These opportunities as well as the continuation of the successful Transatlantic Dialogue series in early July 2012 (described below), and the discussions underway on launching a dialogue process with Australian and New Zealand universities are concrete examples of EUA's strengthened cooperation with partner associations around the world.

EUA also will also continue its contribution to governmental inter-regional dialogues: it will contribute to the preparation of the Bologna Policy Forum in 2012, and continue to monitor the various interregional dialogue processes of the EU (EU-LAC, EU-Africa, ASEM Education Process) and participate actively where possible and appropriate (as in 2011, in the ASEM Ministerial Meeting and in the Africa-EU Partnership Meetings).

In addition, EUA participates actively in the relevant activities of UNESCO, and the OECD. Quality assurance is a particularly important topic in a global context as described in Section 3.

By contributing to a better understanding of global higher education trends, the outcomes of all these activities feed into the preparation of EUA's policy positions while also promoting reflection on institutional development processes related to internationalisation, a question that will also be addressed in the coming two years. EUA will also propose to Council a revision of the 2006 International Agenda in 2012 that takes account of the changed policy context and institutional realities.

b) Projects

- **Europe-Africa Quality Connect: Building Institutional Capacity through Partnership (Europe-Africa QA Connect)** – 75% DG EAC funded, from 2010-2012 <http://www.eua.be/europe-africa-quality-connect>

The project follows up the Erasmus Mundus project Access to Success (2008-2010, www.accessstosuccess-africa.eu), in which EUA and the African Association of Universities (AAU) have been leading partners. This project seeks to share the EUA's Institutional Evaluation Programme's (IEP) methodology for institutional evaluations aiming at quality enhancement and capacity building with five African universities in different regions of sub-Saharan Africa as a trial application. While the project will render immediate benefits for the participating universities, the scheme could be applied in the future to other universities. The strengths and weaknesses of the exercise will be debated in the post evaluation workshops in April 2012 and a final dissemination conference will be open to all higher education stakeholders.

- **Cooperation on Doctoral Education between Africa, Asia, Latin America and Europe (CODOC)** – 75% DG EAC funded, from 2010-2012 <http://www.eua.be/codoc>

This project provides an occasion for information gathering and sharing, dialogue and networking among institutional leadership in charge of doctoral/graduate education (Vice-rectors) from Europe Asia, Africa and Latin America, with the overall goal to foster stronger doctoral education partnerships. It facilitates mapping exercises and organises several international and regional workshops. The project is based on the premise that increased collaboration on doctoral education between European universities and the targeted regions offers mutual benefits. Universities in developing countries can use such collaborations to build capacity and to get access to know-how, while European universities benefit from partner universities in specific locations of research interest, fruitful exchange of students, opportunities to jointly develop curricula that are of greater international relevance as well as staff exchanges. The project will specifically target leaders of doctoral schools and doctoral education in the four regions, however, the outcomes will be disseminated to a wider pool of higher education stakeholders, ranging from governments to research councils and donors.

There will be two regional events in 2012, one in Johannesburg in March 2012 and another in Sao Paulo in May 2012. In September 2012, the project report will be presented at the final workshop at the Karolinska Institute in Stockholm as part of the Doctoral Week as described in Section 2.

- **Building Capacity of University Associations in fostering Latin-American regional integration ALFA PUENTES** – 77.26% EuropeAid funded, from 2010-2013 <http://www.eua.be/alfa-puentes>

This major project aims at strengthening the role of Latin American national and regional university associations as key actors in contributing to the HE system and institutional development at national level, and across borders. With regards to the latter, the emphasis will be on the LA as a region, the 3 sub regions of the Andean Community, Central America and Mercosur, and on the process of the EU-LAC higher education and knowledge area. Overall, the project aims at contributing to the development of the Latin American Higher Education Area and the EU-LAC Common HE and Knowledge Area' and at complementing the many projects and initiatives launched in this regards so far.

The following project events will be held in 2012:

- ALFA project regional integration seminar on recognition and mobility
Late Feb/early March 2012, Santiago de Chile, Chile
- ALFA project University association conference
November 2012, Sao Paulo, Brazil, Networking event for institutional leadership

6. EUA as an association: impact, visibility and effectiveness

1. Membership development and communications

Key objectives – Reinforcing EUAs identity as the representative body of European universities by:

- *Communicating effectively EUA's policies to a wide range of stakeholders in Brussels, around Europe and beyond*
- *Improving communication on EUA's expanding project and membership activities to all partners (also through the use of the social media)*
- *Offering a coherent programme of events and services on key topics for Europe's universities*
- *Ensuring that individual members are aware of and contribute to the broad range of EUA activities*

As the European level representative body of universities, EUA has a responsibility for explaining and communicating the European perspective in relation to national developments as well as promoting European universities in a global context. It is also EUA's role to raise awareness of issues of common importance and to demonstrate the added value of common approaches and solutions. Successful communication is crucial to meeting these goals.

In this context ensuring the visibility and impact of policy recommendations, projects results and membership services through linked promotion and communication activities requires constant attention. In addition to the ever growing number of events this is achieved through the continuous development of the website (visited by over 20 000 users each month), through regular publications including a fortnightly e-newsletter (11,000 subscribers), increasing press activity and targeted member mailings.

As membership continues to grow, EUA is seeking to create an effective platform to improve communication flows to all 850 members about our expanding policy and project activities and events management. This has meant the recent launch of a new website, content management system and extranet. In the next two years EUA will continue to enhance communications with its members and in particular with the executive heads of institutions and other senior managers.

New services

Early 2012 will see the launch of a variety of new member only services (through the EUA Community/extranet), including an 'opportunities section' where members will be able to view all the different opportunities to participate in EUA projects and respond to call for papers; an online forum where members can give feedback and exchange, and the possibility to advertise job vacancies at the European level.

Social media

In light of the growing impact of the social media, EUA will also be launching a twitter page so that all EUA members can follow the latest news and updates from the association. The Association is also exploring the development of special mailings and information tools (such as newsletters) specifically for university leaders (presidents/vice chancellor/ rectors) in order to make sure they are fully aware of specific EUA activities that will be of interest to them

Events overview and Brussels networking events

A summary of 2012 events is included in annex 3. In addition, to reinforce EUA's Brussels presence EUA organises regular 'networking events' and sessions for the Brussels community to highlight different areas of its work and latest trends in higher education and research.

2. Efficient and effective management of the association

To enable the successful implementation of the various activities outlined in this Work Programme, EUA needs to ensure that its organisational structure and work practices are closely aligned to its mission, goals and objectives. This requires maintaining a highly qualified and professional Secretariat and constant efforts to provide an attractive work environment for a staff of over 40 persons from over 20 countries. Thus, attracting, retaining, motivating and developing a skilled, multicultural, multilingual staff is a special priority for EUA in 2012/2013.

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Annex : EUA Organigramme

