

Adopted by the Governing Board on June 25-26, 2018.



**European Humanities
University**

**EUROPEAN
HUMANITIES
UNIVERSITY**

STRATEGY 2019–2024



June 2018

Abbreviations

AY	Academic year
BY	Republic of Belarus
DAAD	German Academic Exchange Service
EHU	European Humanities University
FTE	Full-time equivalent
HR	Human resource
NGO	Non-governmental organisation
Strategy	European Humanities University strategy for 2019–2024
Sida	Swedish International Development Cooperation Agency

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1. Introduction

European Humanities University (thereafter – EHU) is an independent higher education institution, founded in Minsk, Belarus in order to foster integration of Belarus and the region into the European intellectual space by means of reforming the higher education landscape.

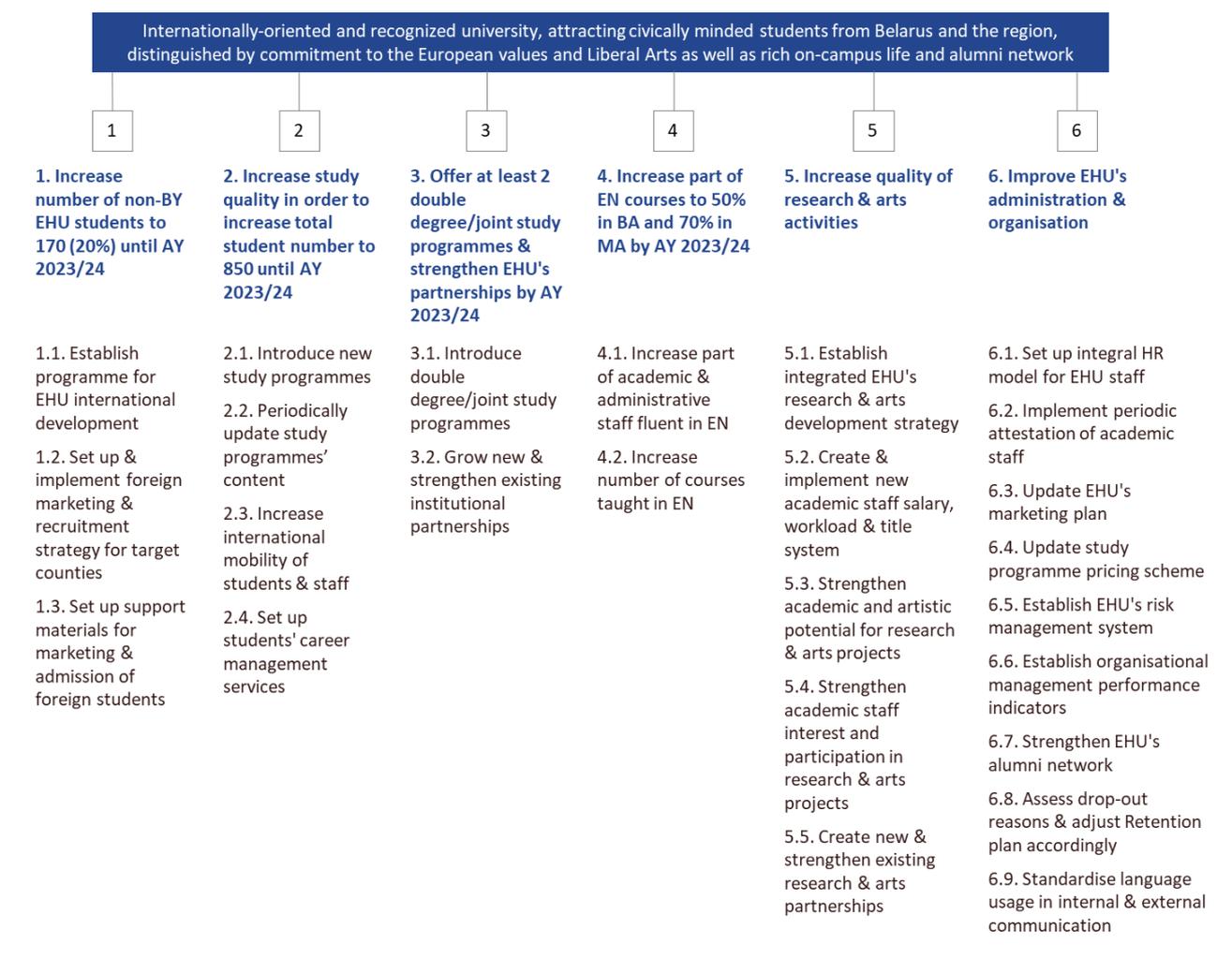
Thanks to the hospitality and support of international community of donors, EHU continues to operate in Vilnius, Lithuania, and promotes the development of new educational models for the societal transformation through Humanities and Liberal Arts.

In recent years (from AY 2014/15 to AY 2016/17) EHU has been in the process of fundamental managerial reform. The purpose of this adaptation has been to make EHU more focused on strategic management, improvement of academic studies and life-long learning, research and arts activities, impact on national and regional development. Nevertheless, EHU continues to be a structure of being in the process of its transformation. This update on university's strategy for 2019–2024 is aimed at further delineation of medium-term strategic goals and actions to support them.

In 2024, EHU aspires to become internationally-oriented and recognized university, attracting civically minded students from Belarus and the region, distinguished by commitment to the European values and Liberal Arts as well as rich on-campus life and alumni network. Hence, EHU has defined 6 strategic goals: (1) presence in wider educational market, (2) high quality of studies, (3) strategic partnerships, (4) internationalisation, (5) stronger research and arts activities, and (6) improved administration and organisation.

To align strategic direction with tasks and dedicated projects, 25 objectives have been established (see Figure 1), as presented in the section “Implementation plan”.

Figure 1: Strategic goals and objectives of EHU for 2019–2024



2. History and operations

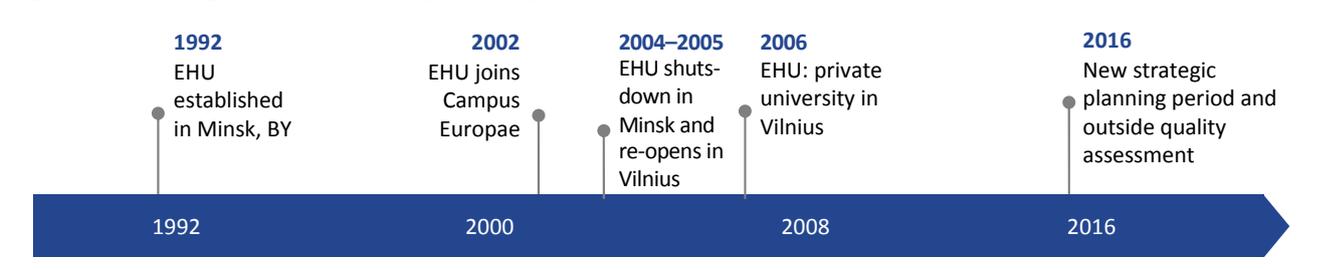
In this section, main past organisational developments and existing organisational structure are presented.

2.1. Past organisational developments and existing operations

EHU was founded in Minsk, Belarus in 1992 with the intention to create an educational institution designed after Western-style colleges and universities, rooted in the foundational study of the humanities and social sciences. Its primary purpose was to prepare young men and women to assume responsible roles in the future societal development of free and open Belarus as thoughtful professionals and civic leaders in their respective fields.

In 2004, after it was shut down by Belarusian authorities for standing up against attempts to undermine its academic freedom, EHU became a *university-in-exile*. Having started its operations in Vilnius, Lithuania, EHU received a private university status in 2006.

Figure 2: EHU's organisational developments up to 2018

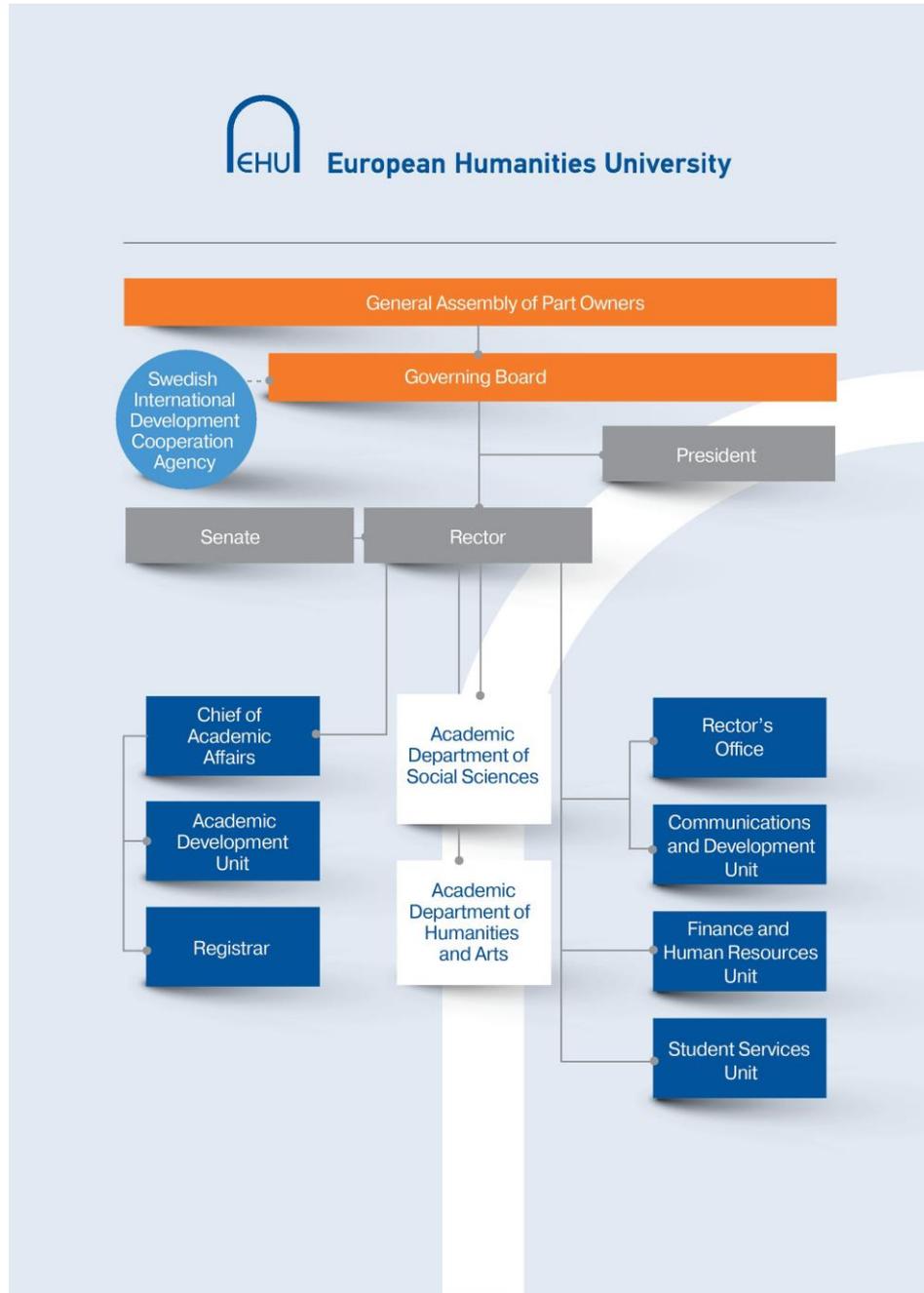


Since relocating to Lithuania, EHU was characterised by dynamics and challenges in its operations. At the present time it offers on- and off-campus study programmes (undergraduate, graduate, and doctoral) in the areas of humanities, social sciences, and arts.

2.2. Organisational structure

Main EHU's organisational units, along with governing bodies, are two parallel academic departments: Department of Social Sciences and Department of Humanities and Arts. Present organisational structure is depicted in Figure 3.

Figure 3: Organisational structure of EHU



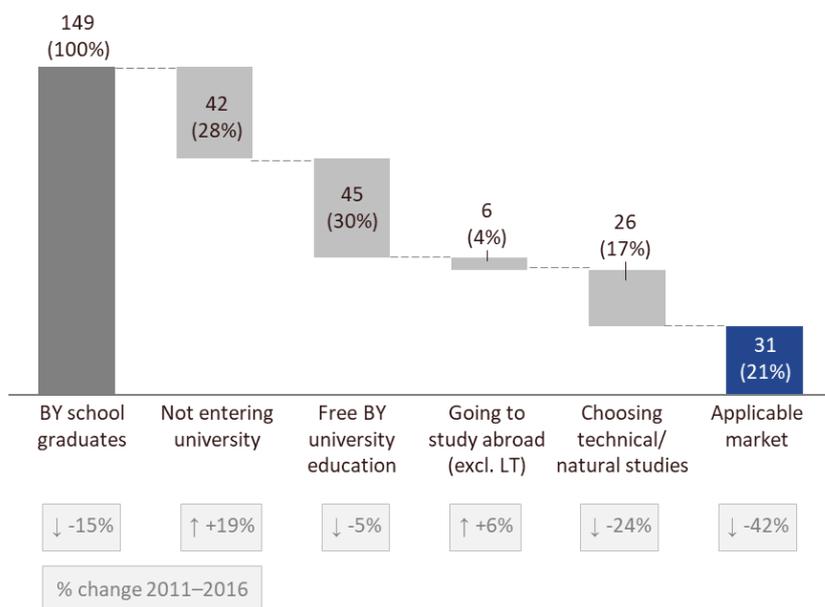
3. Present situation analysis

In this section, the main factors which form present situation of EHU are presented: *outside* setting / future trends and *internal* EHU’s strengths / challenges.

3.1. Outside setting

Trends in BY students’ market. Belarusian student market (the number of school graduates) has been significantly decreasing over the last 5 years because of decrease in birth rate, emigration and other factors. Correspondingly, the portion of school graduates considered as applicable market of EHU has been decreasing as well, since more graduates opt out of studying in universities or choose studying abroad. In AY 2016/17, the applicable market in Belarus for EHU was approx. 30 thous. students (see Figure 4).

Figure 4: Components of yearly BY students’ market for EHU, thous. of people, AY 2016/17



Source: Belarus Statistical Committee, BY Ministry of Education, bulletin ‘Education in Belarus 2017’

Popularity of study directions. Number of Belarusian students fitted for EHU’s study directions has been decreasing slower during the years 2012–2017 compared to the overall Belarusian student market in areas of Humanities, Tourism, and Arts / Design. However, decrease in the number of students choosing direction of Communications / Law has been steeper than the overall decline in the market. This is a challenge for EHU’s study programmes of Media and Communications, International law and EU law, World politics and Economy, Public policy (see Figure 5).

Figure 5: 1st year students in BY universities by study direction, thous. of people, 2017



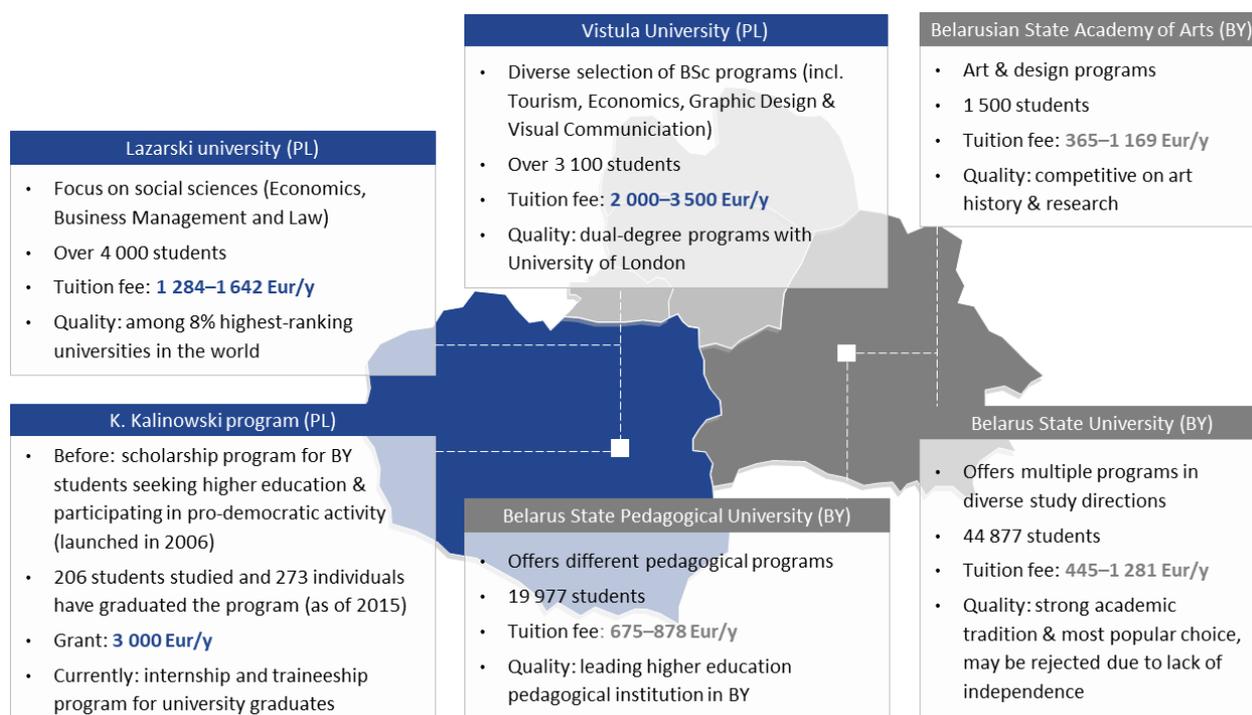
Source: Belarus Statistical Committee, BY Ministry of Education, bulletin 'Education in Belarus 2017', other

Competition and EHU in the market. Recently, the competition for EHU's applicable student market has intensified. Since EHU's mission has been directed towards students in Belarus, the university has to adapt to competitors' study quality and tuition fees both inside and outside the country.

For those students opting to live and study in Belarus, the main alternative universities offer either similar or lower tuition fees in comparison to EHU. However, EHU is more competitive in providing international focus and different perspective on personal academic development (see EHU's mission and values).

In addition, students considering an opportunity to study abroad tend to lean towards universities in Poland which offer recognisably high-quality studies in higher prices or more significant subsidies (for a summary of EHU's position in the market, see Figure 6).

Figure 6: Direct competitors for EHU operations



Source: selected universities' information. Tuition fee: AY 2017/18 for BY students, all undergraduate programmes

3.2. Internal strengths and challenges

Operations in Propilei centre. As EHU is considered a *university-in-exile*, its *de facto* affiliate Propilei centre in Minsk assists with direct presence in Belarus. The main tasks of Propilei include support of low residence students, organisation of EHU's promotional and recruitment events, as well as conducting preparatory courses and exams for potential students. Despite the fall in overall student number in 2014–2018, Propilei centre was able to keep the attendance of preparatory courses stable with approx. 100 course graduates throughout 2014–2016. Currently, the staff of Propilei consists of 4 employees.

Partnerships with other universities/networks. EHU is a part of international network with partner universities and organisations: Bard College in the USA, Herzen State Pedagogical University in Russia, and Vytautas Magnus University in Lithuania. In addition, EHU participates in international programmes such as Erasmus+, German Academic Exchange Service (thereafter – DAAD) and EUF-Campus Europae, offering mobility opportunities for both students and staff.

Close partnership with Bard College resulted in the creation of EHU's liberal arts-minded Core Curriculum, inputs of methodological material, organisation of joint events, staff trainings, and more. In the near future, EHU anticipates integrating into the network further (double degree/joint programmes, student mobility).

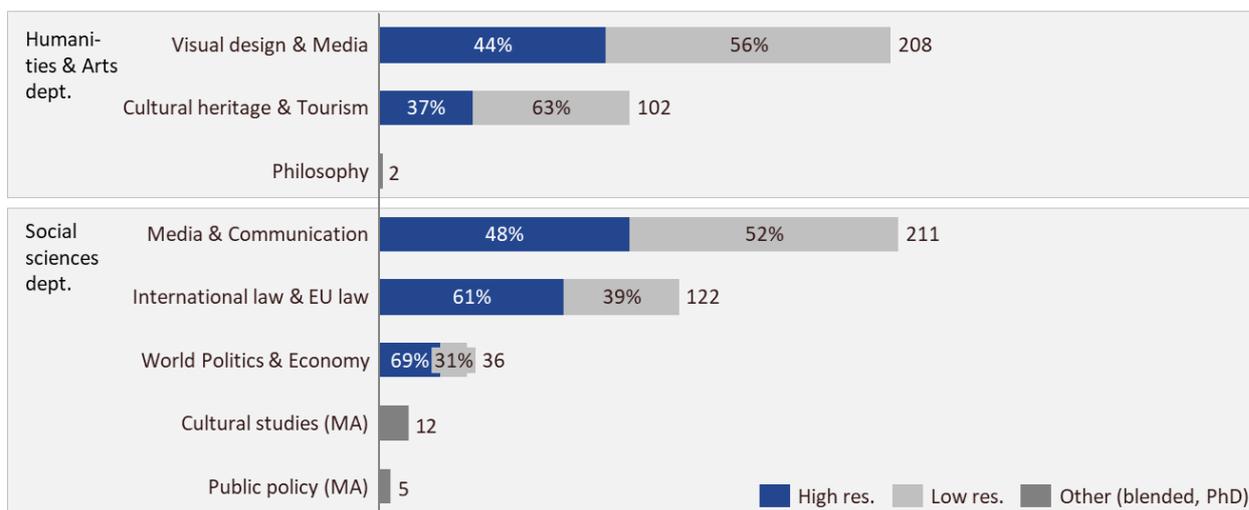
Currently, more students are outgoing (19 in AY 2016/17) rather than incoming (14) into the EHU using the mobility programmes; over the years engagement in international mobility has remained laggard.

EHU student dynamics. In terms of student number by study programme, the most popular currently are Visual Design & Media and Media & Communication. With more than 200 students in each, the programmes add up to 60% of all students in AY 2017/18.

In AY 2017/18, more than 90% of all students were Belarusian natives; this narrow focus was one of the reasons for overall significant decrease in EHU's student number. It has decreased by 44% in comparison to AY 2014/15 (average of AY; the freshmen's age cohort in Belarus has shrunk only by 7%).

Low and high residence students. In AY 2017/18, half of all students were studying in low residence, with the portion being slightly higher for the most popular EHU's study programmes (see Figure 7).

Figure 7: Number of EHU students by study department, programme & study type, no. of people and %, Mar 2018



Total 2017/18: 698 | Decreased by -44% from 2014/15 (1 237)

Student drop-out. A significant majority of low residence students do not finish their studies at EHU: on average only 13% of students reach 4th year of studies without dropping-out or changing their studies to other programmes/forms of study. While high residence students are keener on graduating with more than half of freshmen finishing studies, same reasons for dropping-out apply. Students cite study quality, academic reasons or financial reasons (83% of drop-outs) as the factors leading to this decision most often.

Languages. The majority of the study programmes are taught in Russian, with low portion of courses being held in English, Belarusian or German. Due to a focus on internationalisation, the university's current goal is to extend the list of courses currently offered and implement new study courses/programmes held in English.

4. Strategic guidelines of EHU

In this section, mission, vision and values of EHU are presented along with 6 medium-term strategic goals.

4.1. Mission, vision and values of EHU

Mission: Student-centred University for promoting civil society development through Humanities and Liberal Arts for students from Belarus and the region by bringing them together, and offering international experience in study quality.

Vision in 2024: Internationally-oriented University, attracting civically-minded students from Belarus and the region, distinguished by commitment to the European values and Liberal Arts as well as rich on-campus life and alumni network.

Values:

- European values – to encourage comprehensive student improvement and democratic attitudes toward personal and civil development by means of liberal teaching and learning and critical thinking.
- Study quality – to demonstrate superior academic and co-curricular experience.
- Agility – to ensure a timely and adequate response to changes in the external and internal environment.

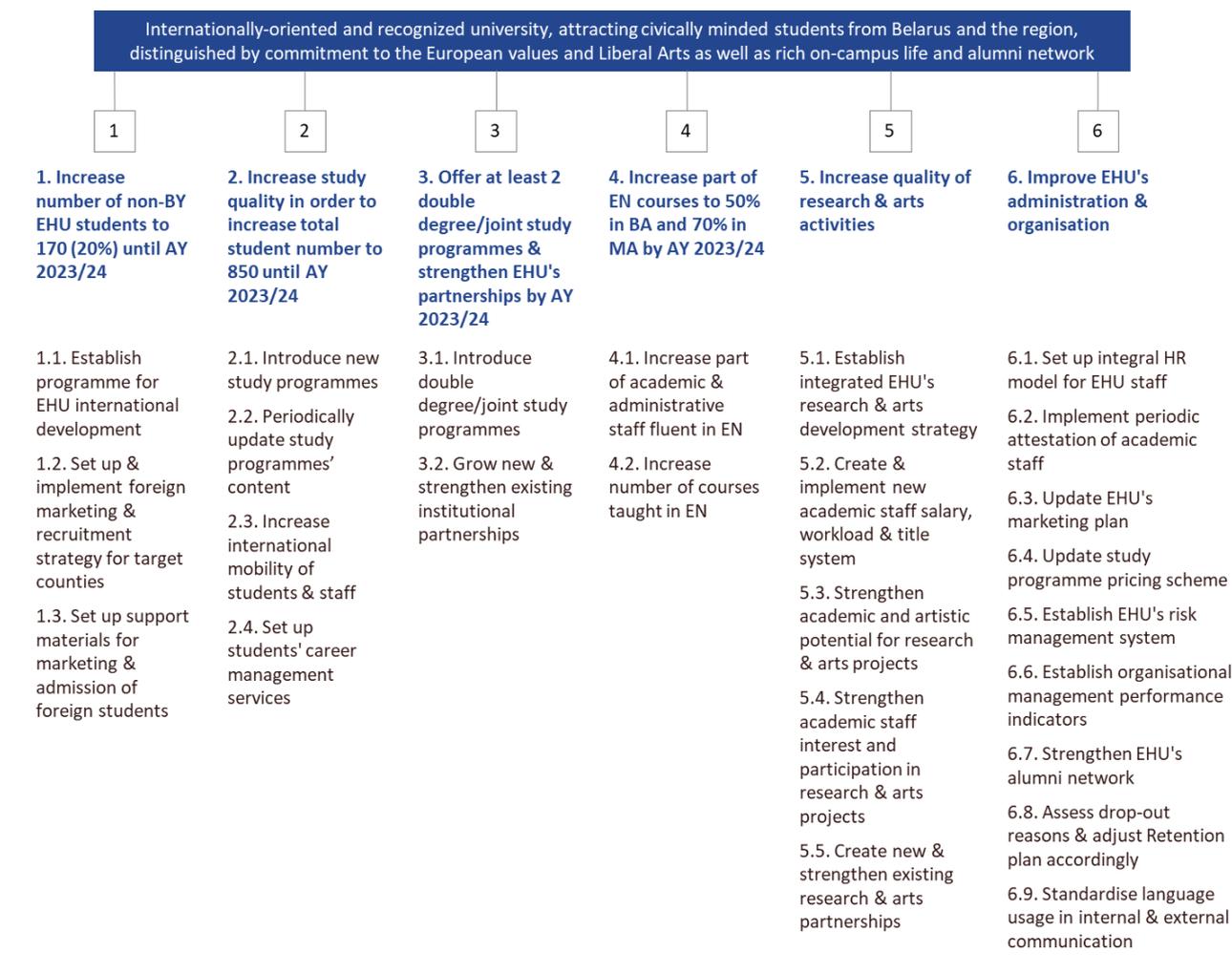
Profile:

- Humanities;
- Arts;
- Social Sciences.

4.2. Strategic goals

EHU's strategic goals aimed at reaching its vision in AY 2023/24 are presented below.

Figure 8: Strategic goals and objectives of EHU for 2019–2024



5. Implementation plan

The implementation plan for 6 EHU's strategic goals is presented in this section. Each strategic goal is divided into objectives which in turn are characterised by their tasks, performance indicators, owners and impact on financial results.

Financial terms of the Strategy are highlighted at the end of this section.

5.1. Increase number of non-BY EHU students to 170 (20%) until AY 2023/24

EHU aims to increase its scope and impact by attracting more non-BY students. It is anticipated that EHU's value proposition can be transmitted to up to 5 countries: Ukraine, Russia, Kazakhstan, Moldova, Georgia).

Inclusion of non-BY students will help university's community to exchange attitudes and learn from each other; at the same time wider market presence will help university to stabilise its financial standing.

5.1.1. Establish programme for EHU international development

Before taking action in non-BY markets and networking, EHU has to establish its policy as an international actor first. Goals of internationalisation and wider market presence have to be settled; EHU's target countries have to be identified (initial intention: Ukraine, Russia, Kazakhstan, Moldova, Georgia) and different initiatives adding to EHU as an international actor have to be aligned.

1.1. Establish programme for EHU international development		
Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> Identify goals for EHU's internationalisation Identify EHU's target countries Align EHU's initiatives in marketing, research & arts, networking, etc. 	<ul style="list-style-type: none"> Policy for 2019–2024 established <ul style="list-style-type: none"> Due by: Jan 2019 	<ul style="list-style-type: none"> Head of Communications unit
Impact on financial results: –		

5.1.2. Set up & implement foreign marketing & recruitment strategy for target counties

Currently, EHU is implementing conventional marketing and recruitment tools aimed at attracting Belarusian students through locally-organised events. In order to increase the number of non-BY students, country-specific entry strategies have to be set up and implemented. For this reason, 2-year action plans for entering each selected target country are to be created by the beginning of AY 2019/20 with a goal of 170 enrolled non-BY students in EHU by AY 2023/24.

1.2. Set up & implement foreign marketing & recruitment strategy for target counties						
Tasks:	Impact on financial results (thous. Eur)					
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24	
<ul style="list-style-type: none"> Create customised entry action plans (social media / study fairs / <i>in situ</i> marketing / extension of activities in Propilei center) Implement customised entry action plans 	Base case revenues (student income)	589	589	581	581	581
Indicators:	1.2 Additional revenues	+263	+286	+306	+325	+345
<ul style="list-style-type: none"> 2-year entry action plan for each target country <ul style="list-style-type: none"> Due by: Apr 2019 No. of non-BY students: 170 <ul style="list-style-type: none"> Due by: AY 2023/24 	Base case costs (recruitment budget)	-35	-35	-35	-35	-35
In charge:	1.2 Additional costs	-50	-60	-70	-70	-70
<ul style="list-style-type: none"> Head of Communications unit 	Investments	-	-	-	-	-

5.1.3. Set up support materials for marketing & admission of foreign students

To make marketing/support materials easier to understand and available for all students (anticipating much higher portion coming from abroad), customisation of current materials should be made. For this reason, EHU's website should be appended by a section for foreign students and 'virtual campus experience' by the end of 2018. Standardised student admission info-package should also be prepared (aligned with internal processes and visualised) by the start of AY 2019/20.

1.3 Set up support materials for marketing & admission of foreign students					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Customise EHU's website with additional information for foreign students Create 'virtual campus experience' in EHU website Prepare standardised student admission info-package 	Revenues	-	-	-	-
	Base case costs (IT budget)	-40	-40	-40	-40
Indicators: <ul style="list-style-type: none"> New website sections: information for foreign students & 'Virtual tour' <ul style="list-style-type: none"> Due by: Oct 2018 In charge: Head of Communications unit Handbook for foreign freshmen <ul style="list-style-type: none"> Due by: Oct 2019 In charge: Head of Student Services unit 	1.3 Additional investments	-5,5	-	-	-

5.2. Increase study quality in order to increase total student number to 850 until AY 2023/24

So as to reach its mission and vision, EHU's values have to be diffused to higher number of students. Observed downward trend is chosen to be reversed by making significant investments into higher study quality: introducing new and updating existing study programmes, enriching study experience (international mobility, career management). It is expected that these investments will result in increased student number (850 until AY 2023/24).

5.2.1. Introduce new study programmes

Currently, EHU has a portfolio of 8 accredited study programmes (fields), active until AY 2019/20. Starting from AY 2019/20, several programmes are to be renewed; 2 new study fields are to be introduced. Preparation of study content and staff for new programmes should be made until the beginning of AY 2019/20. By AY 2023/24, 80 students are expected to be studying in newly established programmes.

2.1. Introduce new study programmes					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Prepare new study programmes' content & staff Integrate marketing of new study programmes into EHU marketing plan 	Base case revenues	-	-	-	-
Indicators: <ul style="list-style-type: none"> Accredited new study programmes: 2 <ul style="list-style-type: none"> Due by: May 2019 No. of students in 2 new study programmes: 80 <ul style="list-style-type: none"> Due by: AY 2023/24 	2.1 Additional revenues	+26	+46	+71	+98
	Base case costs	-	-	-	-
In charge: <ul style="list-style-type: none"> Chief of Academic Affairs 	2.1 Additional costs	-74	-40	-50	-69
	Investments	-	-	-	-

5.2.2. Periodically update study programme's content

From AY 2014/15 to AY 2017/18, total number of EHU students has decreased by 44%. For this dynamic to be reversed, more relevant and internationally focused study programme content should be offered. A procedure for biannual updates of study programmes' content (international orientation, relevance, etc.) and periodical financial analysis for assessment & management of the portfolio should be introduced starting at the beginning of the 2nd semester of AY 2019/20.

2.2. Periodically update study programmers' content						
Tasks:	Impact on financial results (thous. Eur)					
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24	
<ul style="list-style-type: none"> Create procedure for biannual update of study programmes' content (international orientation, relevance, etc.) Create procedure for periodical financial study programme assessment & management (KPIs & associated actions) 						
Indicators:						
<ul style="list-style-type: none"> Procedure for periodical update of study programme contents (prepared & implemented) Set of financial study programme indicators (prepared & implemented) <ul style="list-style-type: none"> Due by: Feb 2019 						
In charge:						
<ul style="list-style-type: none"> Chief of Academic Affairs 						
	Revenues	-	-	-	-	-
	Base case costs	-	-	-	-	-
	2.2 Additional costs	-10	-	-10	-	-10
	Investments	-	-	-	-	-

5.2.3. Increase international mobility of students & staff

Currently, EHU's international mobility of students & staff is rather limited with only 19 outgoing students in AY 2017/18. In order to increase further EHU's internationalisation and openness, an action plan has to be set up and implemented, aimed to increasing the number of students and staff in international short-term mobility programmes. It is expected to reach 50 outgoing students and 10 staff members per AY, while accepting 40 incoming students and 10 members of staff by the AY 2020/21. Increased cultural diversity and synergies between local and international academic potential would significantly contribute to reaching EHU's vision.

2.3: Increase international mobility of students & staff						
Tasks:	Impact on financial results (thous. Eur)					
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24	
<ul style="list-style-type: none"> Set up & implement action plan for increasing no. of students & staff in international mobility programmes 						
Indicators:						
<ul style="list-style-type: none"> Biannual action plan (prepared & implemented) <ul style="list-style-type: none"> Due by: Aug 2018 						
In charge:						
<ul style="list-style-type: none"> Head of Academic Development unit 						
	Revenues	-	-	-	-	-
	Base case costs	-	-	-	-	-
	2.3 Additional costs	-2	-2	-2	-2	-2
	Investments	-	-	-	-	-

5.2.4. Set up students' career management services

Currently, student career management services in EHU are not clearly focused on. So as to improve this significant part of study experience, a biannual action plan for providing and co-ordinating these additional services should be set up and implemented with active participation of the current alumni as added expenses to existing budget for Student Services. This will contribute to creating active and civic minded EHU's community, adding to overall mission of the university.

2.4. Set up students' career management services					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Create & implement student's career management plan (active participation of Alumni) 					
Indicators:					
<ul style="list-style-type: none"> Biannual action plan <ul style="list-style-type: none"> Due by: Apr 2019 					
In charge:					
<ul style="list-style-type: none"> Head of Student Services unit 					
	Revenues	-	-	-	-
	Base case costs (Student Service budget)	-15	-15	-15	-15
	2.4 Additional costs	-4	-4	-4	-4
	Investments	-	-	-	-

5.3. Offer at least 2 double degree/joint study programmes & strengthen EHU's partnerships by AY 2023/24

EHU, aiming to expand its values to Belarus and other communities, is directed by a strategic target to become an active participant of academic/social networks. Transforming into internationally recognisable and respected university would strengthen EHU's image in Belarus and abroad; in turn it would help achieve increasing number of students in existing and new study programmes. One of the major propositions is to introduce several double degree/joint study programmes with Bard College and Herzen State Pedagogical University.

5.3.1. Introduce double degree/joint study programmes

Currently, EHU has a potential to introduce a double degree/joint study programme with Bard College and Herzen State Pedagogical University (criteria and preparation for this has to be set up and implemented). Double degree/joint programmes with different international universities will highly improve EHU's position as an international hub of liberal arts and academic excellence.

3.1. Introduce double degree / joint study programmes					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Agree on & implement action plan for introducing double degree / joint study programme with Bard College 					
<ul style="list-style-type: none"> Agree on & implement action plan for introducing double degree / joint study programme with Herzen State Pedagogical University 					
Indicators:					
<ul style="list-style-type: none"> Double / joint degree study programmes: 2 <ul style="list-style-type: none"> Due by: Jan 2022 					
In charge:					
<ul style="list-style-type: none"> Chief of Academic Affairs 					
	Revenues	-	-	-	-
	Base case costs	-	-	-	-
	3.1 Additional costs	-15	-15	-	-
	Investments	-	-	-	-

5.3.2. Create new & strengthen existing institutional partnerships

Current EHU's partner network is rather close and concise, yet insufficient for reaching ambitious strategic goals to increase (non-BY) student number and higher quality of studies/research and arts. In order to become a fully network-based university, EHU has to significantly increase its institutional partnerships both with different universities and NGOs/businesses or civic organisations. In addition, new and existing partnerships have to be activated in terms of joint study content development and participation in common research/arts projects.

3.2. Grow new & strengthen existing institutional partnerships					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Set up new institutional partnerships (universities, NGOs, business organisations) Activate current partnerships in study content development & research / art projects 	Revenues	-	-	-	-
Indicators: <ul style="list-style-type: none"> No. of new institutional partnerships: 10 <ul style="list-style-type: none"> Due by: Jun 2020 No. of joint research / art projects per AY: 10 <ul style="list-style-type: none"> Due by: AY 2023/24 	Base case costs (Events, travels, accom.)	-35	-35	-35	-35
In charge: <ul style="list-style-type: none"> Head of Academic Development unit 	3.2 Additional costs	-10	-4	-4	-4
	Investments	-	-	-	-

5.4. Increase part of English courses to 50% in BA and 70% in MA by AY 2023/24

So as to become a centre for high quality studies and academic/artistic activity, EHU has to engage in internationally-oriented dialogue with organisations, experts and students abroad. It is instrumental for EHU's staff to become fluent in English: to teach, do research, participate in international projects, engage in academic visits, communicate with students and other. Likewise, part of English in EHU's courses has to be increased so as to appeal to international market and share European values in Belarus and the region.

5.4.1. Increase part of academic and administrative staff fluent in English

Currently, EHU's academic staff is mostly teaching in Russian (90% of all courses) and approx. a third of all employees are able to teach in more than two study languages, particularly Russian/English. With an increased focus on internationalisation and networking, EHU has to promote both academic and administrative staff's participation in English language courses and add foreign language criterion into hiring procedures.

4.1. Increase part of academic and administrative staff fluent in EN					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Increase participation in EN courses Add language criterion into hiring procedures 	Revenues	-	-	-	-
Indicators: <ul style="list-style-type: none"> % of staff fluent in EN (at least B2 level): 75% <ul style="list-style-type: none"> Due by: Jan 2020 	Base case costs (professional services)	-145	-145	-145	-145
In charge: <ul style="list-style-type: none"> Head of HR unit 	Additional costs	-4	-4	-4	-4
	Investments	-	-	-	-

5.4.2. Increase number of courses taught in English

Likewise, part of study content lectured in English should be gradually yet significantly increased. This will add to openness of EHU's community and induce more active staff and students' participation in international networks. Hence, effort to shift towards English as a major part of teaching should be co-ordinated from the first year of Strategy implementation.

4.2. Increase number of courses taught in EN		
Tasks: <ul style="list-style-type: none"> Co-ordinate effort of shifting study materials into EN 	Indicators: <ul style="list-style-type: none"> % of study content in EN: 50% <ul style="list-style-type: none"> – Due by: AY 2023/24 	In charge: <ul style="list-style-type: none"> Chief of Academic Affairs Impact on financial results: –

5.5. Increase quality of research & arts activities

In EHU, academic and artistic activities are recognised as important components of its mission and long-term vision. Increase in resources dedicated for research/arts and related projects is a welcome impetus for fifth strategic goal; nevertheless, these resources are to be complemented by EHU's own actions aimed at promoting research quality.

5.5.1. Establish integrated EHU's research and arts development strategy

As a preparation and stimulus for increasing its research and arts quality, EHU has to come up with principal development guidelines and priorities in research/arts areas. Afterwards, provisions of this strategy have to be aligned to other internal EHU's processes and initiatives. The strategy will have a significant impact on EHU's standing in study programme development, partnerships and joint projects, and other areas of its activities.

5.1. Establish integrated EHU's research & arts development strategy						
Tasks:	Impact on financial results (thous. Eur)					
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24	
<ul style="list-style-type: none"> Set up research & arts priority areas & development initiatives Align strategy with internal EHU's procedures 	Revenues	-	-	-	-	-
Indicators: <ul style="list-style-type: none"> Research & arts development strategy established <ul style="list-style-type: none"> – Due by: Jan 2019 	Base case costs (research & arts)	-50	-50	-50	-50	-50
	Additional research & arts budget	-49	-74	-101	-105	-108
In charge: <ul style="list-style-type: none"> Chief of Academic Affairs 	Investments	-	-	-	-	-

5.5.2. Create & implement new academic staff salary, workload & title system

Current academic staff salary, workload and title granting system in EHU features only customary and non-forward-looking elements, such as direct workload in lectures only. With the intention of increasing research/arts project output by EHU's academia, a new and renewed salary system, workload regulation, and pedagogical title granting procedures have to be set up by incorporating indicators for producing high quality and adequate number of research/arts output.

5.2. Create & implement new academic staff salary, workload & title system					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Renew academic staff salary system, incorporating indicators for producing academic research & arts Renew regulation of workload of academic staff Renew procedure for granting pedagogical titles, aligning it to individual research & arts output/quality. 	Revenues	-	-	-	-
	Base case costs (research & arts)	-50	-50	-50	-50
	Additional research & arts budget	-49	-74	-101	-105
Indicators: <ul style="list-style-type: none"> Renewed salary system <ul style="list-style-type: none"> Due by: Sep 2018 	Investments	-	-	-	-
In charge: <ul style="list-style-type: none"> Head of HR unit 					

5.5.3. Strengthen academic and artistic potential for research and arts projects

With a focus on high quality of research and arts produced at EHU, facilities for lecturers and students' workshops and seminars should be allocated, followed by a larger spectrum of library resources (such as academic databases in English), and attraction of foreign researchers and scientists.

5.3: Strengthen academic and artistic potential of research & arts projects					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Allocate facilities for lecturers and students dedicated for research & arts workshops and seminars Increase library resources (academic electronic databases in EN) Attract foreign scientists and researchers for joint research & arts projects 	Revenues	-	-	-	-
	Base case costs (research & arts)	-50	-50	-50	-50
	Additional research & arts budget	-49	-74	-101	-105
Indicators: <ul style="list-style-type: none"> Workshop facilities established Library resources renewed <ul style="list-style-type: none"> Due by Oct 2019 	Investments	-	-	-	-
In charge: <ul style="list-style-type: none"> Chief of Academic Affairs 					

5.5.4. Strengthen academic staff interest and participation in research & arts projects

Currently, EHU staff's motivation to produce research/arts is laggard. To increase interest and participation in such activities and projects, a database for potential funding sources should be set up and maintained. In addition, procedure for disseminating information on project/funding opportunities and methodical assistance in application/implementation procedures have to be strengthened or established.

5.4. Strengthen academic staff interest and participation in research & arts projects					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Set up & maintain database of potential research & arts funding sources Standardise information (on joint project & funding opportunities) dissemination process Provide technical / methodical assistance by consulting researchers & artists on international and national project applications and implementation 	Revenues	-	-	-	-
	Base case costs (research & arts)	-50	-50	-50	-50
	Additional research & arts budget	-49	-74	-101	-105
Indicators: <ul style="list-style-type: none"> Database of funding sources (set up & maintained) Procedure for disseminating information on research & arts projects (set up & implemented) <ul style="list-style-type: none"> Due by: Oct 2019 	Investments	-	-	-	-
In charge: <ul style="list-style-type: none"> Chief of Academic Affairs 					

5.5.5. Create new and strengthen existing research and arts partnerships

Current research and arts partnerships in EHU are rather narrow; however, focus on internationalisation and high-quality research/arts encourages setting up new and strengthening existing partnerships with other universities or governmental institutions, business organisations or NGOs.

5.5. Create new & strengthen existing research & arts partnerships					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Create new research & arts partnerships with Lithuanian and other foreign universities, business organisations, NGOs, governmental institutions 	Revenues	-	-	-	-
	Base case costs (research & arts)	-50	-50	-50	-50
	Additional research & arts budget	-49	-74	-101	-105
Indicators: <ul style="list-style-type: none"> No. of new research partnerships: 10 <ul style="list-style-type: none"> Due by: Oct 2019 	Investments	-	-	-	-
In charge: <ul style="list-style-type: none"> Chief of Academic Affairs 					

5.6. Improve EHU's administration & organisation

EHU's administrative and organisational activities are in the works of improvement through academic staff attestation, marketing plan adjustments, and other on-going initiatives. Objectives under sixth strategic goal will lead to further development of EHU by advancing present internal procedures and increasing future policy effectiveness.

5.6.1. Set up integral HR model for EHU staff

Current human resource management in EHU is rather fragmented, which leads to lower effectiveness and impact in management and quality systems within the organisational structure. Integral HR model has to be set up by implementing new-generation remuneration system, competence model and performance assessment, career management, selection process & criteria, individual development planning, as well as coaching, mentorship or trainings' policies.

6.1. Set up integral HR model for EHU staff		
Tasks: <ul style="list-style-type: none"> • Establish HR model consisting of integrated: <ul style="list-style-type: none"> – Remuneration system – Competence model – Competence & performance assessment – Selection process & criteria – Career management – Individual development planning – Coaching/mentorship/trainings policy 	Indicators: <ul style="list-style-type: none"> • Established HR model: renewed/created HR policies <ul style="list-style-type: none"> – Due by: Jan 2019 	In charge: <ul style="list-style-type: none"> • Head of HR unit <p>Impact on financial results: –</p>

5.6.2. Implement periodic attestation of academic staff

Attestation of academic staff is aimed at improving competences and skills of current staff by assisting in individual development as well as accept newly-selected professionals into necessary positions. Attestation has to be implemented according to formal rules and criteria as well as oriented towards employees' personal development and guidance to meet EHU's expectations.

6.2. Implement periodic attestation of academic staff		
Tasks: <ul style="list-style-type: none"> • Establish attestation procedure & criteria • Implement attestation & develop individual development plans 	Indicators: <ul style="list-style-type: none"> • Implemented attestation procedure <ul style="list-style-type: none"> – Due by: Sep 2018 	In charge: <ul style="list-style-type: none"> • Head of HR unit <p>Impact on financial results: –</p>

5.6.3. Update EHU's marketing plan

Current marketing plan of EHU features activities in Propilei centre, local promotional events based on student and faculty engagement, and other. In order to attract an increasing number of Belarus and non-Belarus students as well as retain existing students by lowering drop-out rates, a review of Propilei centre activities should be implemented by assigning new marketing objectives and resources.

6.3: Update EHU's marketing plan					
Tasks:	Impact on financial results (thous. Eur)	AY	AY	AY	AY
		2019/20	2020/21	2021/22	2022/23
<ul style="list-style-type: none"> Review & assign new activities for Propilei center in order to attract new BY / non-BY students & to retain existing students 	Revenues	-	-	-	-
Indicators: <ul style="list-style-type: none"> Updated marketing plan <ul style="list-style-type: none"> Due by: Jan 2019 	Base case costs (expenditure to Propilei)	-65	-65	-65	-65
In charge: <ul style="list-style-type: none"> Head of Communications unit 	Base case costs (recruitment budget)	-35	-35	-35	-35
	Investments	-	-	-	-

5.6.4. Update study programme pricing scheme

Current study programme pricing scheme in EHU is highly competitive and adapted to Belarusian student market by financing discounts and relatively low tuition fees. With the goal to increase a part of international students and become more independent from donors, EHU plans to update its tuition fee intervals and conditions in order for tuition fee income to cover direct costs of study programmes.

6.4. Update study programme pricing scheme					
Tasks:	Impact on financial results (thous. Eur)	AY	AY	AY	AY
		2019/20	2020/21	2021/22	2022/23
<ul style="list-style-type: none"> Update study programme pricing intervals Update study programme financing conditions 	Base case revenues (student income)	589	589	581	581
Indicators: <ul style="list-style-type: none"> Study programme tuition fee covers direct costs: 100% <ul style="list-style-type: none"> Due by: Oct 2018 	Additional revenue (due to increased no. of students and tuition fee)	+315	+408	+521	+657
In charge: <ul style="list-style-type: none"> Rector's office 	Costs	-	-	-	-
	Investments	-	-	-	-

For further information on study programme pricing assumptions and other financial forecasts, see Section 5.7.

5.6.5. Establish EHU's risk management system

By assessing internal and external risks and creating a risk management plan, EHU would increase managerial effectiveness as well as ensure compliance to in-house quality systems.

6.5: Introduce EHU's risk management system		
Tasks:	Indicators:	In charge:
<ul style="list-style-type: none"> Assess EHU's risks Set up EHU's risk management plan 	<ul style="list-style-type: none"> Established risk management system <ul style="list-style-type: none"> Due by: Jan 2019 	<ul style="list-style-type: none"> Rector's office
Impact on financial results: –		

5.6.6. Establish organisational management performance indicators

Current organisational practice of EHU does not feature a consistent system of performance indicators. By establishing such monitoring system, EHU would increase managerial effectiveness by creating goals for individual staff members, hence, improving overall department and organisational performance.

6.6: Establish organisational management performance indicators		
Tasks: <ul style="list-style-type: none"> Develop EHU's organizational management KPIs Establish indicators' monitoring system 	Indicators: <ul style="list-style-type: none"> Established organizational performance management system – Due by: Jan 2019 	In charge: <ul style="list-style-type: none"> Rector's office <p>Impact on financial results: –</p>

5.6.7. Strengthen EHU's alumni network

Currently, EHU's alumni network is lacking tools and motivation to participate in the development of the university. EHU plans to set up and implement an action plan for increasing alumni engagement and networking through volunteering and philanthropy.

6.7: Strengthen EHU's alumni network					
Tasks:	Impact on financial results (thous. Eur)				
	AY 2019/20	AY 2020/21	AY 2021/22	AY 2022/23	AY 2023/24
<ul style="list-style-type: none"> Set up & implement action plan for increasing EHU's alumni engagement & networking (volunteering, philanthropy, etc.) 					
Indicators: <ul style="list-style-type: none"> Biannual action plan – Due by: Jan 2019 					
In charge: <ul style="list-style-type: none"> Head of Communications unit 					
	Revenues	-	-	-	-
	Base case costs	-	-	-	-
	6.7 Additional costs	-3	-3	-3	-3
	Investments	-	-	-	-

5.6.8. Assess drop-out reasons and adjust Retention plan accordingly

EHU has been struggling to decrease drop-out rates of students, specifically of ones studying in low residence (on average only 13% of all low residence freshmen finish their studies as intended). In order to decrease these rates, an assessment of drop-out reasons should be implemented by setting up a standardised procedure for exit surveys/interviews and using these results accordingly.

6.8: Assess drop-out reasons & adjust Retention plan accordingly		
Tasks: <ul style="list-style-type: none"> Set up procedure for exit surveys / interviews Analyse results & adjust Retention plan accordingly 	Indicators: <ul style="list-style-type: none"> Standardised exit surveys/interviews performed with student dropping-out: 100% – Due by: Jan 2019 	In charge: <ul style="list-style-type: none"> Head of Registrar unit <p>Impact on financial results: –</p>

5.6.9. Standardise language use in internal and external communication

Currently, EHU's staff is communicating in several languages: Lithuanian, Russian and English. In order to create consistency and increase administrative effectiveness, internal policy for standardised use of language in internal and external communication has to be established.

6.9: Standardise language usage in internal & external communication		
Tasks: <ul style="list-style-type: none"> Set up internal policy of language usage in internal & external communication 	Indicators: <ul style="list-style-type: none"> Internal policy established – Due by: Jan 2019 	In charge: <ul style="list-style-type: none"> Head of Communications unit <p>Impact on financial results: –</p>

5.7. Financial terms of the Strategy

Financial terms of the Strategy are presented below in line with the additional expenditure and investments dedicated to implementation of strategic goals (objectives).

Table 1: Financial terms of the Strategy, 2017–2024

(thous. Eur)	2017/18 Fact	2018/19 Plan	2019/20 Forec.	2020/21 Forec.	2021/22 Forec.	2022/23 Forec.	2023/24 Forec.
Income							
Base case study related income	694	629	589	589	581	581	581
Additional study related income	+0	+0	+315	+408	+521	+657	+800
Base case student accommodation	168	158	159	160	160	160	160
Additional student accommodation	+0	+11	+19	+34	+52	+75	+98
EU delegated funds	1 409	1 025	930	930	930	930	930
Other donors including Sida	1 331	1 715	1 810	1 810	1 810	1 810	1 810
Total income¹	3 602	3 537	3 822	3 930	4 054	4 212	4 379
Expenses							
Salaries	2 589	2 589	2 678	2 644	2 639	2 658	2 676
Base case teachers' salaries, including their mobility expenses (direct costs)	1 294	1 294	1 294	1 294	1 294	1 294	1 294
Additional study programme expenses (2.1)	+0	+0	+76	+40	+50	+69	+87
Additional double degree/joint study programme expenses (3.1)	+0	+0	+15	+15	+0	+0	+0
Base case academic administrative and support staff	653	653	653	653	653	653	653
Base case general administration	642	642	642	642	642	642	642
Operations	541	498	560	542	537	543	550
Base case rent of Campus & Utilities	135	97	99	101	103	105	107
Base case IT budget	40	40	40	40	40	40	40
Investment into new website sections (1.3)	+0	+0	+6	+0	+0	+0	+0
Base case professional services	145	145	145	145	145	145	145
Additional participation in EN courses of academic and administrative staff (4.1)	+0	+0	+4	+4	+4	+4	+4
Base case conferences, research activities, and printing expenses	50	50	50	50	50	50	50
Additional funding for research & arts (5)	+0	+0	+50	+75	+102	+106	+111
Base case library expenses, office supplies, transport costs	47	47	48	48	48	48	49
Other expenses	94	94	94	54	20	20	20

¹ Projects carried out through the University, special Sida grant for development and in-kind contributions (additional financial support) are not included into total income in this calculation.

(thous. Eur)	2017/18 Fact	2018/19 Plan	2019/20 Forec.	2020/21 Forec.	2021/22 Forec.	2022/23 Forec.	2023/24 Forec.
Development, Recruitment and Management expenses	110	110	189	183	203	193	203
Additional expenses for periodical updates of study programme contents (2.2)	+0	+0	+10	+0	+10	+0	+10
Base case recruitment budget	35	35	35	35	35	35	35
Additional expenses for setting up & implementing foreign marketing & recruitment strategies (1.2)	+0	+0	+50	+60	+70	+70	+70
Additional expenses for creation of biannual action plan for increasing student & staff international mobility (2.3)	+0	+0	+2	+2	+2	+2	+2
Base case events, travels, accommodation	35	35	35	35	35	35	35
Additional expenses for setting up new institutional partnerships (3.2)	+0	+0	+10	+4	+4	+4	+4
Base case Student Service budget. (Cultural /Social activities, stud. initiatives)	15	15	15	15	15	15	15
Additional expenses for creating and implementing student's career management plan (2.4)	+0	+0	+4	+4	+4	+4	+4
Additional expenses for strengthening EHU's alumni network (6.7)	+0	+0	+3	+3	+3	+3	+3
Base case GB and GAPO meetings	25	25	25	25	25	25	25
Base case financial support for students	282	268	278	294	312	335	358
Base case expenses for Belarus infrastructure	81	50	65	65	65	65	65
Additional expenses for study & infrastructural development ²	0	+22	+52	+203	+298	+419	+527
Total expenditure³	3 603	3 537	3 822	3 930	4 054	4 212	4 378
Net result	0	0	0	0	0	0	0

² Dedicated for demand in study programme quality development (external expertise, travel costs, trainings, networking, etc.) and infrastructural improvement (premises, other study infrastructure as hardware and software).

³ Projects carried out through the University, special Sida grant for development and in-kind contributions (additional financial support) are not included into total expenditure in this calculation.

Overall, before-mentioned strategic objectives create a positive impact on EHU's financial development (see table below).

Table 2: EHU's financial ratios, 2017–2024

	2017/18 Fact	2018/19 Plan	2019/20 Forec.	2020/21 Forec.	2021/22 Forec.	2022/23 Forec.	2023/24 Forec.
% of student income / total income	19%	18%	24%	25%	27%	29%	32%
Direct costs / number of students (av. direct cost per student)	1 674 €	1 997 €	2 206 €	2 016 €	1 883 €	1 744 €	1 626 €
Number of students / faculty staff FTE for existing study programmes (Jun 2018)	14,5	12,1	11,3	11,9	12,4	13,4	14,4
Student tuition fees / number of students (av. effective annual tuition fee per student)	893 €	971 €	1 442 €	1 489 €	1 543 €	1 584 €	1 626 €
Contribution (direct costs covered by student income, thous. Eur)	-600	-665	-479	-352	-242	-125	0
Expenditure for research & arts / total expenditure	0,98%	0,90%	1,70%	2,10%	2,50%	2,50%	2,50%
Total expenditure per 1 student	4 661 €	5 425 €	6 011 €	5 570 €	5 261 €	4 856 €	4 534 €

6. Implementation of the strategy

In this section, final provisions on Strategy implementation (functions, responsibilities and related procedures) are presented.

6.1. Functions and responsibilities

Functions and responsibilities throughout the Strategy implementation process are the following:

- Annual revision of progress in the middle of the calendar year (conducting mid-term reviews);
 - Responsible: Rector.
- Data collection necessary for evaluation of progress and measurement of key performance indicators (*KPI's*);
 - Responsible: Rector's office.

Results of the mid-term reviews (progress on strategic objectives, factors influencing their implementation and possible adjustment strategies) are presented and analysed during annual mid-term Strategy implementation meetings.

Progress and performance on strategic objectives are considered to be a responsibility of positions assigned in Implementation plan (see Section 5).

6.2. Strategy adjustment

During implementation of the Strategy, it is important to acknowledge and react to possible internal and external changes. Strategy can be adjusted as a result of mid-term reviews, followed by on-going monitoring of dedicated projects/tasks.

Possible rationale for Strategy adjustments is one/several of the following:

- Strategic goals are significantly affected by unforeseen changes in external environment;
- Inability to perform strategic tasks due to inadequate distribution of staff, resources or liabilities;
- Performance indicators prove to be inadequately established due to lack of experience;
- Employee competences are unfit to perform foreseen strategic tasks.

Strategy as a whole is approved and can be adjusted with the formal consent of the EHU's Governing Board.

Strategy implementation plan (Section 5) can be adjusted with the formal consent of the EHU Rector (ordinary procedure: as a result of mid-term reviews).

Annex: EHU's risk assessment

In this annex to the Strategy, potential risks of implementing the strategic initiatives or other on-going university operations are presented and evaluated; mitigation of each risk is planned (as established in Decision No. 149 of the Government of the Republic of Lithuania, adopted on 1st of May, 2017).

Impact and probability for each risk are evaluated using three main positions: low – medium – high.

Table 3: Risk assessment

Risk Description	Impact	Probability	Mitigation
<p>Loss of licence to operate as a higher education institution in the Republic of Lithuania In occurrence of a loss of licence for offering study programmes in the Republic of Lithuania and as a university as a whole, EHU has to be ready to implement its exit strategy.</p> <p>If the risk occurs, obligations to existing students have to be fulfilled.</p>	High	Low-to-medium	<p>EHU exit strategy consists of three main objectives: (i) close recruitment process for the upcoming AYs, (ii) aim for provision to permit existing students to finish their studies as intended, (iii) if not possible, identify partner institutions in Lithuania/Belarus/other countries to recruit EHU's student base according to their study programmes and progress.</p> <p>In order to implement the aforementioned objectives, the following actions are to be taken:</p> <ul style="list-style-type: none"> • Gather exit strategy project management office (PMO) and establish detailed action plan, deadlines and responsibilities for exit strategy implementation. • Immediately start warning period during which EHU's recruitment process is suspended: proactively inform potential students and institutional partners; adjust existing external communication strategy. • Start targeted internal communication to EHU's existing students and staff: present current situation and commit to updating the community on actions to be taken / different alternatives to be chosen from. • Initiate negotiations with EHU's donors on providing financial sustainability throughout the implementation of exit strategy (direct and operating costs, transfers to partner universities, staff dismissal). • Initiate negotiations with the Ministry of Education and Science of the Republic of Lithuania on the extension of EHU's accreditation to the upcoming AY (with the goal to issue accredited EHU's diplomas for 1–2 graduate cohorts). • Accordingly, establish exact portion of students to be transferred into partner universities. • Initiate negotiations with partner universities on student transfer alternatives and their physical / financial terms. Transfer alternatives are to be targeted to existing students' study direction (programme), form of studies, financial conditions (tuition fee, stipends, accommodation), study language. Initial round of negotiations to be started with Vytautas Magnus University, Bard College,

Risk Description	Impact	Probability	Mitigation
			<p>Herzen State Pedagogical University.</p> <ul style="list-style-type: none"> Engage in group and private communication to existing students regarding their transfer alternatives; explain actions / decisions to be taken. Initiate targeted negotiations with potential (foreseen in this Strategy) partner universities with double degree/joint study programmes. Establish alternatives to transfer EHU's diploma to partner university's diploma. Adjust external communication to EHU's community (students and their families, staff, alumni), partner institutions and organisations, public as a whole.
<p>Financial liquidity risk EHU can find itself in a position not to ensure sufficient financial liquidity. In case the number of students continues to decrease and funding from donors stays constant/decreases, EHU can be unable to cover its liabilities.</p>	High	Low	(i) Detailed cash flow planning, (ii) suppliers' management, (iii) revision of payment terms in student contracts, (iv) strategic initiatives aimed at increasing the number of students and updating tuition fees.
<p>Change management overload and under-communication Current Strategy provides conditions for significant changes towards EHU's position in the market as well as internal procedures and initiatives. In case EHU's staff is not motivated, competent, and informed enough, there is a risk of distraction in human and other resources.</p>	Medium	Low	(i) Detailed presentation of the Strategy to EHU's staff and stakeholders, (ii) appointment of responsible positions for each objective in the Strategy, (iii) mid-term reviews of Strategy implementation progress.
<p>Stakeholder conflict As EHU is highly dependent on its stakeholders both on financial and intellectual input, it has to put additional emphasis on stakeholder management throughout presentation and implementation of strategic initiatives, mission, vision, and values.</p>	Medium	Low	(i) Deliberation of the Strategy with selected stakeholders, (ii) provision of information via mid-term Strategy implementation reviews.