



# Annual Report 2016

**EURASHE** report

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Dear members, dear colleagues,

It is my great pleasure to invite you to read this report on EURASHE's activities for 2016. And what a year it has been!

### *Advancing*

Our forebears and we have ceaselessly put forward our belief that our brand of higher education carried strength and potential. Over the years, we have gradually been recognised as major players in higher education. We have taken the lead in quality assurance initiatives, we have contributed to excellence in teaching and learning and in the last few months, UAS4EUROPE, our consortium for information and advocacy, has been able to federate action in applied research. Added to our work on teaching and learning, our role in this area is probably one of our significant achievements of the year. The attention we have had from major leaders in the European Commission shows that our work is bearing fruit.

### *Serving*

We exist only for our members: for more than 26 years we've served your interests. I invite you to discover the long list of activities that we offered and contributed on your behalf in 2016. From a guide to the implementation of the all-important ESG 2015 to a reflection on the UN's 2030 Agenda for a more sustainable world, I am proud to say we have left no stone unturned in our contribution to today's challenges. I am convinced that whatever your interests, whatever your expectations, EURASHE has been able to help you along the way to a better, more inclusive and successful higher

education for you, your staff, and your students.

### *Acting*

Our projects reach far and wide. Never before, I believe, have we undertaken so many projects. Countries involved cover Europe and beyond, to the Middle and Far East. They address all the missions of higher education. Our working groups have been active in defining our policy as well as keeping abreast with the challenges of the time. I am particularly proud of our engagement in tackling the issue of training refugees.

I look back on 2016 as a great year for EURASHE; I trust that, after reading this report, you will agree with me.

We owe this achievement to you, the members, but also to the fine women and men in our Secretariat in Brussels: we owe a lot to their tireless energy, their intelligence and enthusiasm. It is my pleasure to thank them on your behalf.

Thank you for your continued support!

I will be delighted to see you at our next event.

Stéphane Lauwick, President of EURASHE



## A year in review

### January 2016

start of the new year following the adaption of revised statutes in 2015

### March 2016

publication of a comparative analysis of the ESG 2015 and ESG 2005

### May 2016

workshop on refugees

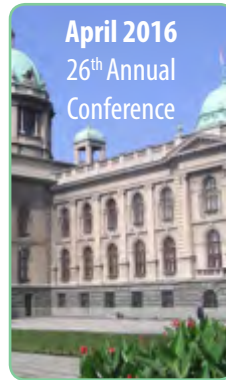


### February 2016

first of five training events on the ESG 2015 by the EQUIP project

### April 2016

26<sup>th</sup> Annual Conference



### June 2016

start of the UAS4EUROPE network with stakeholders of applied research

**August 2016**  
cooperation of  
EURASHE and  
UASnet with  
U-Multirank on  
applied research  
indicators

**October 2016**  
open survey  
on EURASHE's  
priorities and  
activities

**December 2016**  
seminar on  
regional  
development &  
CSA



**July 2016**  
meetings of the  
TEACHEX and  
BEEHIVES projects

**September 2016**  
seminar on applied  
research



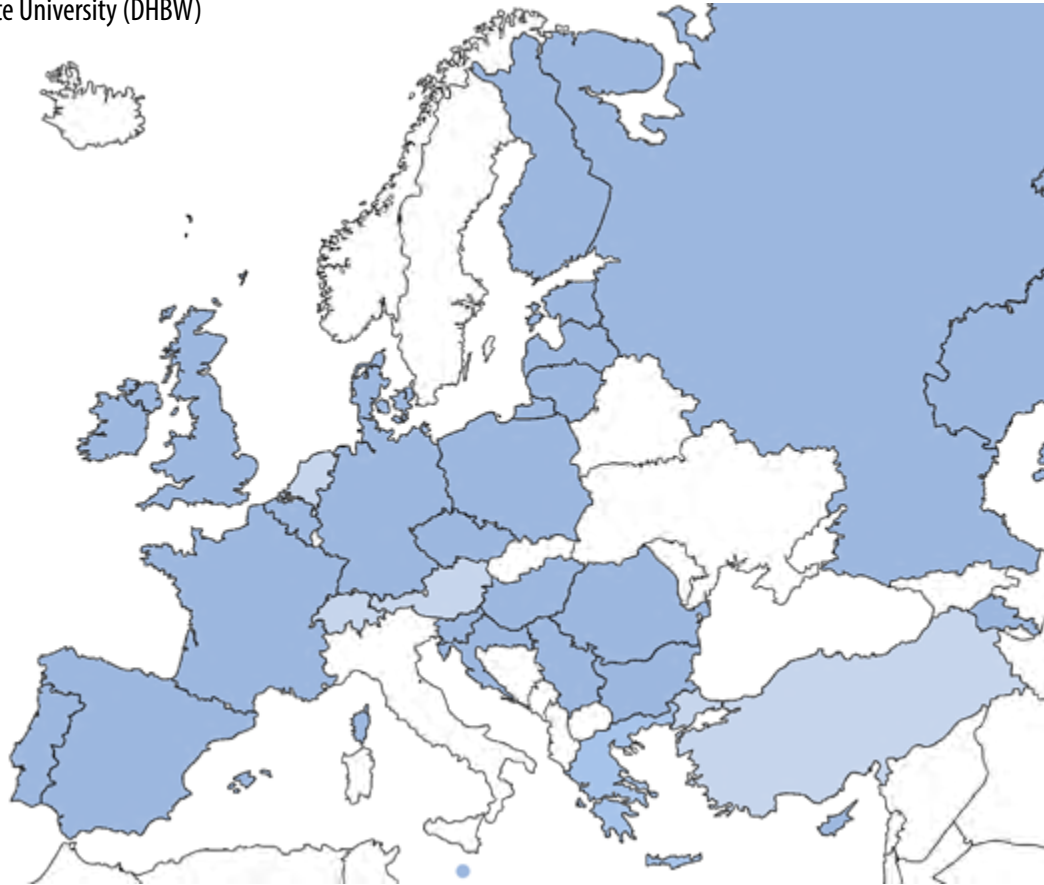
**November 2016**  
start of the  
SAPS project on  
apprenticeships  
and internships

## Members and partners

EURASHE is the European Association of Institutions in Higher Education that offer professionally orientated programmes and are engaged in applied research within the Bologna cycles. EURASHE represents universities of applied sciences and university colleges; other members of EURASHE are national and sectorial associations of higher education institutions, and other individual institutions, such as universities.

In 2016 EURASHE welcomed 5 new members:

- Alexander Technological Educational Institute of Thessaloniki (ATEIth)
- Baden-Wuerttemberg Cooperative State University (DHBW)
- Camilo Jose Cela University (UCJC)
- Cyprus Universities Association (CUA)
- University of Agribusiness and Rural Development (UARD)





In 2016, EURASHE members are:

### Full members

1. Alexander Technological Educational Institute of Thessaloniki (ATEITH)
2. Arcada University of Applied Sciences
3. ARES' Chambre of Hautes Ecoles and Higher Education of Social Promotion
4. Armenian National Agrarian University (ANAU)
5. Assemblée des Directeurs d'Instituts Universitaires de Technologie (ADIUT)
6. Association of Slovene Higher Vocational Colleges (ASHVC)
7. Attico College
8. BA School of Business and Finance
9. Baden-Wuerttemberg Cooperative State University (DHBW)
10. Budapest Business School - University of Applied Sciences (BBS)
11. Camilo Jose Cela University (UCJC)
12. Centro de Estudios Universitarios Cardenal Spinola (CEU)
13. College for Information Technologies (VSITE)
14. College for Law and Finance (EFFECTUS)
15. College of Law (JK)
16. College of Occupational Safety and Health (VSS)
17. Conference of Academies of Applied Studies Serbia (CAASS)
18. Conference of Rectors of State Schools of Higher Vocational Education in Poland (KRePSZ)
19. Croatian Council of Universities and University Colleges of Applied Sciences (VVIVS)
20. Czech Association of Schools of Professional Higher Education (CASPHE)
21. Danish Rectors Conference – University Colleges Denmark (UC-DK)
22. Estonian Rectors Conference of Universities of Applied Sciences (RKRN)
23. European University Cyprus (EUC)
24. Flemish Council of University Colleges (VLHORA)
25. Hellenic American College (HAEC)
26. Hellenic Open University (HOU)
27. International Space University (ISU)
28. JAMK University of Applied Sciences (JAMK)
29. Kazakh Russian International University (KRMU)
30. Kazakh University of Economics Finance and International Trade (KazUEFIT)
31. Korkyt Ata Kyzylorda State University (KKSU)
32. Malta College of Arts Science & Technology (MCAST)
33. National University of Architecture and Construction of Armenia (NUACA)
34. National University of Political Studies and Public Administration (SNSPA)
35. Open University of Cyprus (OUC)
36. Ovidius University of Constantza (O.U.C.)
37. Portuguese Polytechnics Coordinating Council (CCISP)
38. Rectors Conference of Lithuanian University Colleges (LKDK)
39. Regional Open Social Institute (ROSI)
40. State Higher Vocational School in Tarnow (University of Applied Sciences) (PWSZ-TAR)
41. Taraz State University (TarSU)
42. Technological Educational Institute (TEI) of Athens
43. Technological Educational Institute (TEI) of Central

Macedonia

44. Technological Educational Institute (TEI) of Western Greece
45. Technological Higher Education Association (THEA)
46. The Cyprus Institute of Marketing (CIM)
47. Tula State Lev Tolstoy Pedagogical University (TSPU)
48. TURIBA University
49. University of Agribusiness and Rural Development (UARD)
50. University of Nicosia (UNIC)
51. University of Petre Andrei in Iasi (UPA)
52. West of Scotland Colleges' Partnership (WoSCoP)

### Associate members

53. SPACE Network for Business Studies and Languages (SPACE)

### Affiliate members

54. Agency for Quality Assurance and Accreditation Austria (AQ Austria)
55. Benha University
56. Cyprus Universities Association (CUA)
57. Dutch Association for Shorter Higher Education (DASHE)
58. Education Network Association (EdNet)
59. Emirates College of Technology (ECT)
60. Hellenic American University (HAUniv)
61. University of Liberal Arts Bangladesh (ULAB)
62. University of Saint Joseph (USJ)

EURASHE has developed a partnership with specific stakeholder organisations active in the field of higher education. They can take the form of a partnership agreement or of the membership of EURASHE in other organisations.

### Partnerships:

1. Community Colleges for International Development Inc. (CCID)
2. Fédération des cégeps
3. International Baccalaureate (IB)
4. Universities of Applied Sciences network (UASnet)

### Memberships:

1. Euro-Mediterranean University (EMUNI)
2. European Quality Assurance Register for Higher Education (EQAR)
3. Lifelong Learning Platform (LLL-P)

## E4-Group

One specific form of partnership EURASHE has developed for years now, is the E4-Group with colleagues from quality assurance agencies (ENQA), student representatives (ESU), and universities (EUA). The E4-Group is a partnership essentially centred around matters of quality assurance and all four organisations composing it are consultative members of the Bologna Process. Together the E4-Group has developed the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), has set-up the European Quality Assurance Register for Higher Education (EQAR), is co-organising the yearly European Quality Assurance Forum (EQAF), and has led the process leading to the ESG 2015.

1. European Association for Quality Assurance in Higher Education (ENQA)
2. European Students' Union (ESU)
3. European University Association (EUA)
4. European Association of Institutions in Higher Education (EURASHE)



## UAS4EUROPE

UAS4EUROPE is a cooperation between the main representative groups of universities of applied sciences in Europe. It is essentially centred around matters of research, development and innovation.

1. European Association of Institutions in Higher Education (EURASHE)
2. Universities of Applied Sciences Network (UASnet)
3. swissuniversities
4. Hochschule Bayern e.V. (supported by Bavarian Research Alliance)
5. Österreichische Fachhochschul-Konferenz (FHK)



## EURASHE in the EHEA and ERA

EURASHE is involved in the activities of the Bologna Follow-Up Group (BFUG) through its activities in the Bologna Process, the European Higher Education Area (EHEA), its status of Consultative Member of the BFUG, and its active participation in the EHEA Ministerial Conferences.

### Bologna Follow-Up Group (BFUG)

In 2016 as a consultative member of the BFUG, EURASHE participates in the Board meetings and the plenaries. In addition, EURASHE is member of the implementation group (WG2), the non-implementation group (AG3), the group on new goals (WG3) and the group on the diploma supplement (AG4).

### Representing professional higher education

In 2016 EURASHE represented professional higher education and its position towards various stakeholders and policy-makers, EURASHE delivered presentations, speeches and took part in a panel discussion. In addition to previously mentioned networks and groups (e.g. E4, EQAR) EURASHE is also a member of the following bodies or delegates experts:

1. Council of Europe's Steering Committee for Education Policy and Practice (CDPPE)
2. ESCO (European Skills, Competences, Qualifications and Occupations) board
3. EQAR register committee
4. ET2020 Working Group on Higher Education
5. European Commission's VET Stakeholders' Group
6. European Qualifications Framework (EQF) Advisory Group
7. European Quality Assurance Forum (EQAF) steering committee
8. U-Multirank Advisory Board

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In 2016, EURASHE took part in the following external events, as well as various project meetings; these come in addition to EURASHE's own seminars and conferences as well as the meetings of its internal bodies:

- BFUG Board meeting, Chisinau (Moldova), 18 Jan 2016, Johan Cloet
- BuildPHE partner meeting, Brussels (Belgium), 21 Jan 2016, Marko Grdasic
- EHEA Working Group 2 on "Implementation", Brussels (Belgium), 27 Jan 2016, Johan Cloet
- Meeting on HE's support to refugees, Brussels (Belgium), 1 Feb 2016, Johan Cloet
- EQAR board meeting, Brussels (Belgium), 2 Feb 2016, Johan Cloet
- Erasmus+ KA3 Coordinators' Meeting 2016, Brussels (Belgium), 4 Feb 2016 - 5 Feb 2016, Alexandre Wipf, Marko Grdasic

- E4-Group meeting on CBQA, Brussels (Belgium), 9 Feb 2016, Alexandre Wipf
- Fostering partnerships for continuing training cooperation between higher education institutions and enterprises, Thessaloniki (Greece), 11 Feb 2016 - 12 Feb 2016, Michal Karpíšek
- E4-Group meeting, Brussels (Belgium), 15 Feb 2016, Alexandre Wipf
- EQUIP webinar 'How will external QA change as a result of the ESG 2015?', Brussels (Belgium), 17 Feb 2016, Alexandre Wipf, Johan Cloet
- BuildPHE partner meeting, Brussels (Belgium), 18 Feb 2016, Marko Grdasic, Johan Cloet
- CALOHEE Advisory Board, Brussels (Belgium), 19 Feb 2016, Alexandre Wipf
- ET 2020 Working Group on Modernisation of Higher Education, Brussels (Belgium), 22 Feb 2016, Marko Grdasic
- VLHORA Conference: Hogescholen, hefboomen naar de toekomst, Brussels (Belgium), 22 Feb 2016, Johan Cloet
- Thematic University Business Forum: Universites. Businesses. Alliances for Innovation, Vienna (Austria), 25 Feb 2016 - 26 Feb 2016, Marko Grdasic
- Conference 'Recognition of qualifications held by refugees, displaced persons and persons in a refugee-like situation', Paris (France), 1 Mar 2016, Klaas Vansteenuyse
- VLHORA working group on social policy, Brussels (Belgium), 4 Mar 2016, Alexandre Wipf
- BFUG meeting Amsterdam, Amsterdam (Netherlands), 7 Mar 2016 - 8 Mar 2016, Johan Cloet
- EQAR General Assembly 2016, Amsterdam (Netherlands), 7 Mar 2016, Johan Cloet
- BEEHIVES consulting workshops, Odense (Denmark), 10 Mar 2016 - 11 Mar 2016, Anna Toivonen
- EQUIP workshop, Amsterdam (Netherlands), 14 Mar 2016 - 15 Mar 2016, Alexandre Wipf
- E4-Group meeting on CBQA, Brussels (Belgium), 17 Mar 2016, Alexandre Wipf
- Conference on Universities' Institutional Cooperation Issues and Development of International Scientific-Technical and Educational Partnership for Securing Russia's Innovative Development, Moscow (Russia), 7 Apr 2016 - 8 Apr 2016, Michal Karpíšek
- TEACHEX meeting, Jerusalem (Israel), 11 Apr 2016 - 12 Apr 2016, Alexandre Wipf
- EQUIP webinar 'What are the implications of the new focus on learning and teaching in the ESG 2015?', Brussels (Belgium), 13 Apr 2016, Alexandre Wipf, Johan Cloet
- The European Innovation Council – how will it help regions? A Policy Making Workshop, Brussels (Belgium), 13 Apr 2016, Marc Vandewalle, Anna Toivonen
- BuildPHE partner meeting, Brussels (Belgium), 18 Apr 2016,
- PROCSEE partner meeting, Belgrade (Serbia), 20 Apr 2016, Johan Cloet, Marko Grdasic
- 6<sup>th</sup> ENQA Members' Forum, Budapest (Hungary), 28 Apr 2016 - 29 Apr 2016, Alexandre Wipf
- EQUIP workshop, Vienna (Austria), 9 May 2016 - 10 May 2016, Alexandre Wipf

- Seminar on Employability, Warsaw (Poland), 9 May 2016 - 10 May 2016, Johan Cloet
- BuildPHE partner meeting, Prague (Czech Republic), 13 May 2016, Marko Grdosic
- Seminar on Automatic Recognition, Ghent (Belgium), 17 May 2016, Johan Cloet
- ET2020 Working Group on Modernisation of Higher Education, Brussels (Belgium), 19 May 2016 - 20 May 2016, Marko Grdosic
- i3: iGNITE.iNSPIRE.iNNOVATE, Brussels (Belgium), 19 May 2016 - 20 May 2016, Anna Toivonen
- E4-Group meeting on CBQA, Brussels (Belgium), 23 May 2016, Alexandre Wipf
- EHEA Advisory Group 4 on “Diploma Supplement Revision”, Berlin (Germany), 25 May 2016, Michal Karpíšek
- High Level Colloquium on “Promoting inclusion and fundamental values through education - A way to prevent violent radicalisation”, Brussels (Belgium), 26 May 2016, Jo Baeyens
- Quelles démarches d’assurance qualité pour traiter du lien recherche-enseignement et de l’apprentissage centré sur l’étudiant? / Visions prospectives pour l’enseignement supérieur et ses démarches d’assurance qualité, Brussels (Belgium), 26 May 2016 - 27 May 2016, Alexandre Wipf
- LLLPlatform’s Annual Conference 2016: Imagining the Learning Community of Tomorrow, Bratislava (Slovakia), 31 May 2016 - 1 Jun 2016, Marko Grdosic
- Empower Online Learning Leadership Academy (EOLLA), Brussels (Belgium), 1 Jun 2016 - 3 Jun 2016, Michal Karpíšek
- IGLO Spring Reception 2016, Brussels (Belgium), 1 Jun 2016, Anna Toivonen
- OBRAD Conference on aligning Education with Labour Market Needs, Zagreb (Croatia), 2 Jun 2016 - 3 Jun 2016, Marko Grdosic
- EQUIP workshop, Lisbon (Portugal), 6 Jun 2016 - 7 Jun 2016, Alexandre Wipf, Stéphane Lauwick
- EQUIP steering committee meeting, Lisbon (Portugal), 7 Jun 2016, Alexandre Wipf
- Third SHARE policy dialogue: Making Universities fit for the ASEAN Community: Enhancing Internationalisation through Student Mobility Tools, Hanoi (Vietnam), 8 Jun 2016 - 9 Jun 2016, Stefan Delplace, Sylvie Bonichon, Sandra Kraze
- UBC Case Study Meeting, Brussels (Belgium), 10 Jun 2016, Marko Grdosic
  - ENQA Networking Event, Brussels (Belgium), 14 Jun 2016, Michal Karpíšek, Alexandre Wipf
  - BuildPHE partner meeting, Brussels (Belgium), 16 Jun 2016, Michal Karpíšek, Marko Grdosic
  - CALOHEE Advisory Board, Brussels (Belgium), 17 Jun 2016, Alexandre Wipf
- E4-Group meeting, Brussels (Belgium), 22 Jun 2016, Johan Cloet, Alexandre Wipf
- EHEA Advisory Group 4 on “Diploma Supplement Revision”, Tirana (Albania), 23 Jun 2016, Michal Karpíšek
- E4-Group meeting on CBQA, Brussels (Belgium), 28 Jun 2016, Alexandre Wipf
- TEACHEX meeting, Cracow (Poland), 4 Jul 2016 - 6 Jul 2016, Alexandre Wipf
- BEEHIVES project meeting, London (United Kingdom), 7 Jul 2016 - 8 Jul 2016, Anna Toivonen

- European Innovation Council workshop, Brussels (Belgium), 13 Jul 2016, Anna Toivonen
- Meeting with the University of Wolverhampton, Brussels (Belgium), 23 Aug 2016, Alexandre Wipf, Anna Toivonen
- Meeting of National Correspondents for Qualifications Frameworks (QF-EHEA), Strasbourg (France), 2 Sep 2016, Michal Karpíšek
- Peer-Learning Activity: "Higher Education Institutions as centres of regional development and innovation", Budapest (Hungary), 8 Sep 2016 - 9 Sep 2016, Michal Karpíšek
- EHEA Advisory Group 3 on "Dealing with Non-Implementation", Reykjavík (Iceland), 12 Sep 2016, Michal Karpíšek
- BuildPHE partner meeting, Brussels (Belgium), 13 Sep 2016, Marko Grdosic, Michal Karpíšek
- OECD High Level Event on the Knowledge Triangle: Enhancing the Contributions of Higher Education and Research Institutions to Innovation, Paris (France), 15 Sep 2016 - 16 Sep 2016, Anna Toivonen
- Promoting quality in learning delivery: the way ahead, Thessaloniki (Greece), 15 Sep 2016 - 16 Sep 2016, Michal Karpíšek, Marko Grdosic, Alicia-Leonor Sauli-Miklavčič, Jo Baeyens
- 2016 WFCP World Congress 'The Role of Professional Education in the 21<sup>st</sup> Century', Vitória (Brazil), 23 Sep 2016 - 25 Sep 2016, Armando Pires
- INTELEC partner meeting, Madrid (Spain), 26 Sep 2016 - 27 Sep 2016, Marko Grdosic
- Meeting with SYL and SAMOK, Brussels (Belgium), 27 Sep 2016, Alexandre Wipf
- E4-Group meeting on CBQA, Brussels (Belgium), 28 Sep 2016, Alexandre Wipf
- PROCSEE's 1<sup>st</sup> PHE Excellence Forum, Logarska Dolina (Slovenia), 28 Sep 2016 - 1 Oct 2016, Michal Karpíšek, Marko Grdosic
- BuildPHE partner meeting, Logarska Dolina (Slovenia), 1 Oct 2016, Michal Karpíšek, Marko Grdosic
- EQAR board meeting, Brussels (Belgium), 3 Oct 2016, Johan Cloet
- Initiative HAQAA - Cours de Formation "Développer une compréhension commune de l'Assurance qualité en Afrique", Brussels (Belgium), 10 Oct 2016 - 14 Oct 2016, Johan Cloet
- Lifelong Learning (LLL) Week 2016, Brussels (Belgium), 10 Oct 2016 - 13 Oct 2016, Marko Grdosic
- Panel debate 'Synergies for Students' Success or the Added Value of a Multifaceted Higher Education', Brussels (Belgium), 11 Oct 2016, Marko Grdosic
- EARTO policy event & innovation awards ceremony, Brussels (Belgium), 12 Oct 2016, Anna Toivonen
- Implementing the lifelong learning Concept in SNA: Responding to the changing needs of dynamic economies (LOGIC project), Brussels (Belgium), 13 Oct 2016 - 14 Oct 2016, Johan Cloet
- E4-Group meeting, Brussels (Belgium), 14 Oct 2016, Alexandre Wipf
- HEPH Condorcet: Colloque de rentrée académique 2016 - 2017, Charleroi (Belgium), 14 Oct 2016, Johan Cloet, Stefan Delplace

- Meeting of Directors-General for Higher Education, Bratislava (Slovakia), 17 Oct 2016 - 18 Oct 2016, Michal Karpíšek
- Steering Committee for Educational Policy and Practice (CDPPE), Strasbourg (France), 18 Oct 2016 - 19 Oct 2016, Stefan Delplace
- Civil Society Day 2016, Brussels (Belgium), 19 Oct 2016, Anna Toivonen
- Meeting of Directors-General for VET, Bratislava (Slovakia), 19 Oct 2016 - 20 Oct 2016, Alicia-Leonor Sauli-Miklavčič
- European Education, Training and Youth Forum 2016: Connecting Education, the Labour Market and Society: Delivering the New Skills Agenda for Europe, Brussels (Belgium), 20 Oct 2016 - 21 Oct 2016, Michal Karpíšek, Anna Toivonen
- BFUG Board 51, Podgorica (Montenegro), 24 Oct 2016, Michal Karpíšek
- TACTIC partner meeting, Phnom Penh (Cambodia), 24 Oct 2016 - 28 Oct 2016, Marko Grdosic, Johan Cloet
- BuildPHE partner meeting, Brussels (Belgium), 26 Oct 2016, Alexandre Wipf
- E4-Group meeting on CBQA, Brussels (Belgium), 27 Oct 2016, Alexandre Wipf
- EHEA Advisory Group 4 on "Diploma Supplement Revision", Vienna (Austria), 27 Oct 2016 - 28 Oct 2016, Michal Karpíšek
- EHEA Working Group 3 on "New Goals", Stockholm (Sweden), 2 Nov 2016 - 3 Nov 2016, Ulf-Daniel Ehlers
- BuildPHE partner meeting, Brussels (Belgium), 4 Nov 2016, Alexandre Wipf
- CHAIN5 meeting, Brussels (Belgium), 4 Nov 2016, Michal Karpíšek, Marko Grdosic
- CASPHE/TERI: Profesní profil a implementace novely VŠ zákona, Prague (Czech Republic), 7 Nov 2016, Michal Karpíšek
- U-Multirank: 9<sup>th</sup> Advisory Board Meeting, Brussels (Belgium), 7 Nov 2016, Anna Toivonen
- ESCO Board meeting, Berlin (Germany), 8 Nov 2016, Michal Karpíšek
- Science meets Parliaments, Brussels (Belgium), 8 Nov 2016, Anna Toivonen
- SAPS partner meeting, Brussels (Belgium), 9 Nov 2016, Michal Karpíšek, Marko Grdosic
- ET2020 Working Group on Modernisation of Higher Education, Brussels (Belgium), 14 Nov 2016 - 15 Nov 2016, Michal Karpíšek
- ESPRIT Roundtable 'Enhancing Social Characteristics and Public Responsibility of Israeli Teaching through a HEI-Student Alliance', Brussels (Belgium), 21 Nov 2016, Alexandre Wipf
  - EQUIP steering committee meeting, Brussels (Belgium), 22 Nov 2016, Alexandre Wipf, Michal Karpíšek
  - 1<sup>st</sup> PHE Excellence Forum Dissemination Workshop, Budapest (Hungary), 23 Nov 2016, Michal Karpíšek
  - EQAR Members' Dialogue 2016, Oslo (Norway), 24 Nov 2016 - 25 Nov 2016, Michal Karpíšek
- HAQAA Training Course 'Developing a common understanding on QA in Africa', Brussels (Belgium), 27 Nov 2016 - 30 Nov 2016, Michal Karpíšek
- swissuniversities: Campus tour: From the Lab to the Market, Basel (Switzerland), 28 Nov 2016 - 29 Nov 2016, Armando Pires
- BuildPHE partner meeting, Brussels (Belgium), 29 Nov 2016, Alexandre Wipf



- LLL Interest Group Policy Debate: The New Skills Agenda, Brussels (Belgium), 30 Nov 2016, Michal Karpíšek
- Launch of the Digital Skills and Jobs Coalition, Brussels (Belgium), 1 Dec 2016, Michal Karpíšek
- European Vocational Skills Week, Brussels (Belgium), 5 Dec 2016 - 9 Dec 2016, incl. Alan Sherry, Alicia-Leonor Sauli-Miklavčič
- TEACHEX meeting, Nicosia (Cyprus), 5 Dec 2016 - 7 Dec 2016, Alexandre Wipf
- Pact for Youth webinar: SME engagement in apprenticeships, 7 Dec 2016, Marko Grdosic
- BFUG meeting 52, Bratislava (Slovakia), 8 Dec 2016 - 9 Dec 2016, Stéphane Lauwick, Michal Karpíšek
- Workshop on 'Discovering flexible pathways between VET and PHE', Brussels (Belgium), 8 Dec 2016, incl. Alan Sherry, Alicia-Leonor Sauli-Miklavčič
- Social dimension of e-learning – Addressing challenges through QA, Athens (Greece), 12 Dec 2016 - 13 Dec 2016, Ulf-Daniel Ehlers
- BuildPHE partner meeting, 13 Dec 2016, Alexandre Wipf
- OECD Education and Skills Webinar: "PISA 2015: Q&A Session: Closing the achievement gap", 15 Dec 2016, Michal Karpíšek
- Europe's Response to Sustainability Challenges - Delivering on the UN Agenda 2030, Brussels (Belgium), 20 Dec 2016, Marko Grdosic

## Policy activities

EURASHE is engaged in the development of policies on key issues for professional higher education. In 2016 EURASHE focused on 4 areas of work corresponding to the challenges professional higher education is facing. These challenges are set out in more details in our policy papers, especially the 2015 paper 'Making European Professional Higher Education a Key Player in the Development of a Fastly and Unpredictably Changing Society'. These 4 areas of work are: mission of professional higher education, quality of higher education, modernising professional higher education within diversified higher education, and research, development and innovation.

### Mission of professional higher education



In 2016, EURASHE initiated a platform of good practices. This should be an online platform offering a wide range of submitted good practices of higher education institutions in different aspects of their work. The secretariat is still welcoming contributions before

the official launch. In order to respond to the needs of our members regarding the situation with migrants and refugees in Europe, EURASHE has organised a 1-day workshop in Brussels, exchanging on good practices and experiences from different professional higher education institutions across Europe. Besides this workshop, EURASHE participated in developing a project supporting Syrian and Iraqi students. Permeability between professional higher education and VET has been on the agenda during the year, first of all through the workshop

we hosted in cooperation with eucen, during the European Commission's Vocational Skills week. We have further developed our cooperation with VET stakeholders through the VET4EU2 group, as well as through our participation in Cedefop activities. Several new projects have been kicked-off during the year in the area of Mission of PHE in Europe. It is important to mention that EURASHE is a part of the large European University-Business Study, which is looking into ways institutions are cooperating with business, and how this cooperation is improving through the years, and in different regions of Europe.

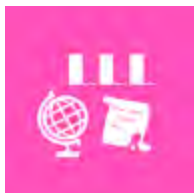
### Quality of higher education



After concentrating importantly on policy activities in the recent past, culminating in the adoption of the ESG 2015 in May 2015, EURASHE concentrated in 2016 on providing support to higher education institution

in matters of quality (assurance). This took for example the form of the 5 training opportunities and extensive training material on the ESG 2015 through the EQUIP project. Throughout the year EURASHE, in collaboration with the E4-Group and EQAR, considered the development of cross-border quality assurance in the EHEA. This led to the development of an informative document for higher education institutions and quality assurance agencies that consider engaging in cross-border quality assurance (published in 2017). Finally, EURASHE worked on the preparations of a seminar on quality assurance organised in early 2017 and the set-up of

a community of practice on quality assurance, also launched at the beginning of 2017. These activities were expertly supported by EURASHE's working group on quality of higher education.



### **Modernising professional higher education within diversified higher education**

Modernisation of PHE was tackled during 2016 from different angles.

After introducing the Committee for

Strategic Advice to EURASHE structures, we have gathered experts from different fields in order to provide input to the leadership of the organisation on current trends, challenges and strategic priorities. After several years of cooperation with large global companies, we decided to give more attention to the work of small- and medium-sized enterprises (SMEs). The SAPS project has been developed in the beginning of the year, wishing to support cooperation between institutions delivering professional higher education and SMEs in the provision of internships. The project was selected for funding by the European Commission DG Employment, and has started its activities in October 2016. During the year, the IDEAS project has been officially closed, after focusing for 2 years on ensuring access to higher education for underrepresented groups of young people. Following its ending, we have published a book gathering around 50 cases of good practices from higher education institutions worldwide, presenting their initiatives and projects in this field. In October, we co-organised in the European Parliament a round-table during the Lifelong Learning week on 'Synergies for Students' Success' with European University Colleges Association and Erasmus

Student Network.

### **Research, development and innovation**



In 2016 EURASHE focused heavily on RDI activities, which were coordinated by the working group on applied RDI. The main EURASHE events of the year in the area were the 'Applied RDI –making innovation happen!' seminar in Seville

(Spain) in September and the 'Higher Education as a Driver of Regional Development' seminar, which was organised in Bratislava (Slovakia) in December. In addition to these seminars, EURASHE participated in the development of new applied RDI indicators for U-Multirank, which will be included in the 2017 edition. The working group on applied RDI also conducted a mapping of the current situation and development of professional/industrial PhD in different European countries and collected examples of best practices in applied RDI activities.

EURASHE was also one of the founding organisations of the UAS4EUROPE applied research network, an initiative of five European organisations, launched on 31 May in Brussels. The founding organisations presented then their joint position paper "Smart Partnerships for Regional Impact" to the Director-General of the European Commission's DG Research. EURASHE led the work of this group starting in June. The network also published a joint reply to the European Commission's call for ideas on the European Innovation Council.

## Projects

EURASHE develops innovative and hands-on projects in response to the challenges facing European higher education. Our approach is multi-disciplinary, politically independent and combines (applied) research and policy development with concrete initiatives. EURASHE also contributes to projects through consultative, advisory and stakeholder boards. In 2016 EURASHE was engaged in the following projects:

### EQUIP

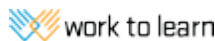


EURASHE is leading the EQUIP project aiming at Enhancing Quality through Innovative Policy & Practice in European

higher education by supporting and promoting a consistent, efficient and innovative embedding of the ESG 2015 at grass-root level. It is running from November 2015 to January 2018. The project will identify the challenges and work collaboratively with all stakeholders and policy-makers to propose, share and discuss the applicability of new solutions. In 2016 EQUIP published a comparative analysis of the ESG 2005 and 2015 and organised 2 webinars and 3 workshops on the ESG 2015. More at [www.eurashe.eu/equip](http://www.eurashe.eu/equip)

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### SAPS



EURASHE is leading the SAPS project on

Supporting Apprenticeships between Professional Higher Education & Small and Medium Enterprises. It is running from October 2016 to September 2018. The project will develop a toolkit for SMEs including on collaborating with PHE institutions, on-boarding apprentices and deriving value out

of apprentice placements, and create quality guidelines for PHE institutions offering apprenticeships to SMEs, covering the areas of governance & strategy, teaching & learning as well as operations. More at [www.eurashe.eu/saps](http://www.eurashe.eu/saps)

### BEEHIVES



EURASHE is a partner in the BEEHIVES. It is running from October 2015 to September 2018. The project's core aim, Boosting European Exchange on Higher VET and Employer Involvement in Education

Structures, will develop transferable competencies and practices that will strengthen higher VET and improve cooperation between the world of education and training and the world of work. It will create tools and measures that will create a fundamental step-change in terms of employer involvement in programme and curriculum design, validation, accreditation and award processes.

More at [www.eurashe.eu/beeHIVES](http://www.eurashe.eu/beeHIVES)



### BuildPHE

EURASHE is a partner in the BuildPHE project on Building Professional Higher Education Capacity in Europe. It is running from October 2015 to September 2017. Some of

the project outputs will include a set of 70 best-practice cases collected and published as well a set of supporting tools for PHE-business cooperation, in particular, framework policies, published as a best-practice implementation guide for higher education institutions. More at [www.eurashe.eu/buildphe](http://www.eurashe.eu/buildphe)

## IDEAS



EURASHE is a partner in the IDEAS project on Identifying Effective Approaches to Enhancing the Social Dimension of Higher Education. It ran from October 2013 to March 2016. IDEAS aimed at expediting the increase of equitable access, participation and completion of higher education across Europe through a concrete and effective exercise with circa 70 identified and analysed initiatives. It will aid in the creation of an IDEAS toolbox containing all effective equity approaches, describing how to increase access, participation and/or completion of specific target groups. More at [www.eurashe.eu/ideas](http://www.eurashe.eu/ideas)

## PROCSEE



EURASHE is a partner in the PROCSEE project on Strengthening Professional Higher Education and VET in Central & South Eastern Europe. It is running from November 2015 to October 2018. PROCSEE will set up systematic structures for policy-recommendations and best-practice sharing, focusing on four specific areas: alignment of VET with regional/local economic development strategies, promotion of VET especially to respond to identified skill shortages, organising and monitoring student placements in the world of work, and personal learning environments and further education. More at [www.eurashe.eu/procsee](http://www.eurashe.eu/procsee)

## TACTIC



EURASHE is a partner in the TACTIC project on Through Academic Cooperation Towards Innovative

Capacity. It is running from October 2015 to October 2018. The project will create tools and methods for professionalization and professional development of the management and administrative staff; promote cooperation between the partners; promote voluntary convergence with EU developments in higher education; promote people-to-people contacts, intercultural awareness and understanding. More at [www.eurashe.eu/tactic](http://www.eurashe.eu/tactic)

## TEACHEX



EURASHE is a partner in the TeachEx project on Teaching Excellence in Israel. It is also running from October 2015 to October 2018. TEACHEX is a project conceived to contribute to the continuous professional development of academic staff by offering adequate support structures (Centers for Teaching Excellence) and innovative, high-quality, flexible programs designed to promote better teaching and therefore enhanced learning as well. More at [www.eurashe.eu/teachex](http://www.eurashe.eu/teachex)

## CALOHEE



EURASHE is a partner in the CALOHEE project on Measuring and Comparing Achievements of Learning Outcomes in Higher Education in Europe contributing to its Advisory Board. It is running from January 2016 to December 2017. It intends to develop multi-dimensional tests for five subject areas. These tests, using similar methodology but tailored to the characteristics of the five areas, will make it possible to compare students' performance in a Europe- or even an EHEA-wide context. More at [www.eurashe.eu/calohée](http://www.eurashe.eu/calohée)

## INTELEC

EURASHE is a partner in the INTELEC project on International Teaching & Learning for Employability and Citizenship. It is running from June 2016 to June 2018. The expected results of the project will be to, i.a., identify and propose measures to overcome the existent difficulties at national and institutional level to develop quality in teaching and learning initiatives. More at [www.eurashe.eu/intelec](http://www.eurashe.eu/intelec)

## UBC



EURASHE is a partner in the UBC project on the State of European University-Business Cooperation. It is running from January 2016 to October 2017. The project aims at getting a more profound, comprehensive and up to date understanding of the state of university-business cooperation in Europe, from the perspective of both higher education institutions and the business sector.

More at [www.eurashe.eu/ubc](http://www.eurashe.eu/ubc)

## HUMERIA



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EURASHE is an associate partner of the HUMERIA project on HUMANities, Education, Research, International relations and Arts between higher education institutions of the EU and the European Neighbourhood and Partnership Instrument (ENPI). It is running from July 2013 to July 2017. HUMERIA aims at stimulating institutional cooperation and collaboration to enhance internationalisation.

More at [www.eurashe.eu/humeria](http://www.eurashe.eu/humeria)

One of EURASHE's aims is to represent the views of professional higher education institutions towards policy-makers in education. To that end EURASHE organised and participated in events on professional higher education in Europe throughout the year. In 2016 EURASHE organised its 26<sup>th</sup> Annual Conference, two thematic seminars on research, development and innovation, and on regional development, as well as two workshops on professional higher education and refugees in higher education and also co-organised the 11<sup>th</sup> European Quality Assurance Forum (EQAF):

### **26<sup>th</sup> Annual Conference: Centres of cooperation striving for excellence: professional higher education and the world of work**



EURASHE's Annual Conference took place in Belgrade (Serbia) from 21 to 23 April 2016. It developed through 3 main themes seen as the biggest strengths of the cooperation built between professional higher education

institutions and the world of work: employability, regional development and innovation. The main conference keynote speaker was Jens Nymand Christensen, Deputy Director-General at the Education and Culture Directorate-General of the European Commission, while the 3 tracks were introduced by Michael Nagel from Baden-Wuerttemberg Cooperative State University (Germany), Paul Benneworth from the Center for Higher Education Policy Studies at the University of Twente (the Netherlands) and Victoria Galán-Muros from the University-Industry Innovation Network (UIIN) (Spain).

The conference was hosted in the historic Palace of Serbia, and received a high support by national policy makers, seeing the event as an important step of further developing national higher education system through its process of accession to the European Union. A specific track during the 2-day event gave attention to the topics of high importance for Serbia and countries in the region. This way we hope to have contributed to the further development of professional higher education in the Western Balkans.

### **Seminar on research, development and innovation: Applied RDI – Making Innovation Happen! A EURASHE seminar on student engagement in and market-based applied research**



The two-day applied research seminar organised in Seville (Spain) on 26-27 September 2016, in cooperation with Foundation Saint Paul Andalusia CEU, focused on two central themes and characteristics of applied research at

universities of applied sciences: student engagement and market-based research. The first day the seminar included presentations from the European Commission's Joint Research Center (JRC) and best practice cases on how to involve students in the research activities through e.g. crowdsourcing, student competitions, joint projects and innovation ecosystems with SMEs and student competitions. The second day focused on market-based research presenting developments on professional PhDs and offered ideas on how a university of applied sciences can

use innovation vouchers in increasing research cooperation and knowledge transfer.

### **Seminar on regional development: Higher Education as a Driver of Regional Development – Applied Sciences & Research within Diversified Higher Education Systems and Their Role in Knowledge Exchange and Regional Development**



EURASHE also organised a seminar on regional development cooperation in Bratislava (Slovakia) on 6-7 December 2016. This two-day seminar focused on the regional aspect of higher education, cooperation, and knowledge transfer.

The seminar aimed at generating discussion and ideas on how to further develop existing knowledge exchanges, including through applied research. It also proposed to share experiences and expectations from different higher education institution-regional actor sides. Both seminar days included a combination of keynote speeches on policy approaches and best practice examples of existing cooperation between higher education institutions and regional SMEs. The presentations were followed by parallel workshops on the keynote topics, both on European and Slovak regional level.

objective of the day was to inform institutions on the state of the art of policies in higher education and the trends in the evolution of the refugee influx. In a number of parallel sessions best practices in different area were presented: informing refugees, recognition of prior learning, bridging programmes, social and cultural integration.

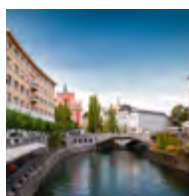
### **Workshop on professional higher education: The role of practice-oriented higher education in Europe**



The workshop was a joint initiative of the Hungarian Rectors' Conference and EURASHE and took place on 26 February 2016 in Budapest (Hungary). Its intention was to provide a basis for better information on relevant trends

and developments within this type higher education, on EURASHE role and views, as well as to share Hungarian experience within the national context.

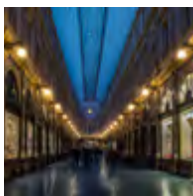
### **11<sup>th</sup> European Quality Assurance Forum (EQAF): Quality in context – embedding improvement**



The E4-Group, including EURASHE, organised the 11<sup>th</sup> EQAF in Ljubljana (Slovenia) on 17-19 November 2016. The Forum opened with a panel discussion exploring the diverse institutional contexts to which quality assurance

policies and practices must be adapted to ensure they remain fit for purpose. Further contextual differences were explored throughout the several plenary, paper and workshop sessions over the 3 days.

### **Workshop on refugees: Access and inclusion of refugees in higher education**



EURASHE organised a well-attended workshop on refugees in Brussels (Belgium) on 4 May 2016, together with VLHORA and ARES, representing university colleges in Belgium. The



EURASHE was founded in Patras (Greece) in 1990. It has the status of a non-profit international association according to Belgian law and its Secretariat is located in Brussels (Belgium). From a gathering of 5 national associations of directors of colleges we have evolved into the acknowledged representative of professional higher education in Europe, including in the major reform of European higher education, the Bologna Process.

EURASHE's sovereign body with full powers in the realisation of the mission and aims of the association is its General Assembly. EURASHE's structures also include a Board, a Secretariat, 4 working groups and a Committee for Strategic Advice.



## Board

The Board is the executive body of the association. In January-April 2016 it was composed of:

- Stéphane Lauwick (France), President
- Patrick Blondé (Belgium), Vice-President
- Michal Karpíšek (Czech Republic), Vice-President
- Gintautas Bražiūnas (Lithuania), elected member
- Marc Vandewalle (Belgium), elected member
- Regis Debrulle (Belgium), Treasurer
- Johan Cloet (Belgium), Secretary General

From April 2016, with the extension of the Board in line with new statutes, the Board of EURASHE was composed of:

- Stéphane Lauwick (France), President
- Armando Pires (Portugal), Vice-President
- Michal Karpíšek (Czech Republic), Vice-President (until May 2016)
- Ulf-Daniel Ehlers (Germany), acting Vice-President (from September 2016)
- Paul Hannigan (Ireland), elected member
- Juan Carlos Hernandez Buades (Spain), elected member
- Alicia-Leonor Sauli-Miklavčič (Slovenia), elected member
- Branko Savić (Serbia), elected member
- Alan Sherry (United Kingdom), elected member
- Marc Vandewalle (Belgium), elected member
- Regis Debrulle (Belgium), Treasurer

## Secretariat

The Secretariat is the head office in Brussels, from which the association is run on a daily basis. This is the responsibility of the Secretary General who liaises with the members of the Board and General Assembly. In 2016 the Secretariat of EURASHE was composed of:

- Johan Cloet (Belgium), Secretary General (until May 2016)
- Michal Karpíšek (Czech Republic), Secretary General (from June 2016)
- Alexandre Wipf (France), policy and communications officer
- Marko Grdošić (Croatia), project manager
- Anna Toivonen (Finland), policy officer
- Nathalie Lugano (France), office and membership administrator (until August 2016)
- Merel Van Hove (Belgium), trainee (until May 2016)
- Katrin Ricketts (Sweden), financial and administrative officer (from October 2016)

## Working groups

The association has established several working groups with the purpose to research, develop and formulate policy positions in their specific area of expertise, and oversee, coordinate and carry out all relevant related activities. In 2016 EURASHE had 4 working groups:

- Working group on the Mission of professional higher education
- Working group on the Quality of higher education
- Working group on Employability & lifelong learning
- Working group on Research, development and innovation

## Committee for Strategic Advice

Following the revision of its statutes in 2015, EURASHE has established a Committee for Strategic Advice as a consultative and advisory group. In 2016 it was composed of:

- Norman Apsley, Catalyst Inc
- Hélène Taylor Kelly, University College Zealand (UCSJ)
- Jan Koucký, Charles University in Prague
- Stéphane Lauwick, President of EURASHE
- Richard Tuffs, ERRIN network
- Mika Tuulainen, Federation of Finnish Enterprises (FFE)
- Antonis A. Zorpas, Open University of Cyprus (OUC)

## Meetings

In 2016 the bodies of EURASHE met on the following occasions:

- EURASHE Board - February 2016, Brussels (Belgium), 19 Feb 2016
- EURASHE working group on Employability & LLL - February 2016, Brussels (Belgium), 19 Feb 2016
- EURASHE working group on RDI - February 2016, Brussels (Belgium), 19 Feb 2016
- EURASHE working group on the Mission of PHE - February 2016, Brussels (Belgium), 19 Feb 2016
- EURASHE working group on the Quality of HE - February 2016, Brussels (Belgium), 19 Feb 2016
- EURASHE Board - April 2016, Belgrade (Serbia), 20 Apr 2016
- EURASHE General Assembly 2016 (1), Belgrade (Serbia), 20 Apr 2016
- EURASHE Board - June 2016, Brussels (Belgium), 17 Jun 2016

- EURASHE working group on Employability & LLL - June 2016, Brussels (Belgium), 17 Jun 2016
- EURASHE working group on RDI – June 2016, Brussels (Belgium), 17 Jun 2016
- EURASHE working group on the Quality of HE - June 2016, Brussels (Belgium), 17 Jun 2016
- EURASHE working group on the Mission of PHE - June 2016, Brussels (Belgium), 17 Jun 2016
- EURASHE Board - September 2016, Seville (Spain), 26 Sep 2016 - 27 Sep 2016
- EURASHE General Assembly 2016 (2), Seville (Spain), 27 Sep 2016
- EURASHE Board - November 2016, Brussels (Belgium), 10 Nov 2016
- EURASHE working group on Employability & LLL - November 2016, Brussels (Belgium), 10 Nov 2016
- EURASHE working group on RDI - November 2016, Brussels (Belgium), 10 Nov 2016
- EURASHE working group on the Mission of PHE - November 2016, Brussels (Belgium), 10 Nov 2016
- EURASHE working group on the Quality of HE - November 2016, Brussels (Belgium), 10 Nov 2016
- EURASHE workshop on the modernisation of higher education, Brussels (Belgium), 10 Nov 2016
- EURASHE Committee for Strategic Advice 2016, Bratislava (Slovakia), 7 Dec 2016

## Financial results

### Balance sheet

	2016	2015	2014
<b>Assets (total)</b>	<b>1 177 178</b>	<b>786 068</b>	<b>454 056</b>
Fixed assets	1 955	4 578	1 698
Current assets	1 175 223	781 490	452 358
<b>Liabilities (total)</b>	<b>1 177 178</b>	<b>786 068</b>	<b>454 056</b>
Capital	131 683	76 329	56 486
Creditors	1 045 495	709 739	397 570

### Profit and loss account

	2016	2015	2014
<b>Income</b>	<b>458 480</b>	<b>398 159</b>	<b>333 927</b>
Membership fees	117 845	139 887	102 430
Other operating income	340 584	258 072	230 888
Financial/extraordinary income	51	200	609
<b>Charges</b>	<b>403 126</b>	<b>378 316</b>	<b>334 387</b>
Services and other goods	173 036	207 473	225 954
Salaries	190 081	159 766	95 165
Depreciation, write off, other	39 253	9 902	11 795
Financial/extraordinary charges	756	1 175	1 473
<b>Profit or loss for the period</b>	<b>55 354</b>	<b>19 843</b>	<b>(460)</b>

amounts are expressed in euro

### Information

Further information on EURASHE and our activities are available on our website at [www.eurashe.eu](http://www.eurashe.eu)

You can also stay in touch with professional higher education through social networks on:

Twitter at [www.twitter.com/eurashe](http://www.twitter.com/eurashe)

Facebook at [www.facebook.com/eurashe](http://www.facebook.com/eurashe)

LinkedIn at [www.linkedin.com/company/eurashe](http://www.linkedin.com/company/eurashe)

### Library

EURASHE has been developing an online library on its website available at [www.eurashe.eu/library](http://www.eurashe.eu/library)

It contains all the publications of EURASHE, documents from its projects, as well as speeches and presentations delivered in our events.

### Photographs

Photographs of EURASHE's events, as far back as the 2005 Annual Conference, are available on our Flickr photostream at [www.flickr.com/eurashe](http://www.flickr.com/eurashe) or at [www.eurashe.eu/photographs](http://www.eurashe.eu/photographs)

### Videos

Videos of EURASHE are available on our YouTube channel at [www.youtube.com/eurashe](http://www.youtube.com/eurashe) or at [www.eurashe.eu/videos](http://www.eurashe.eu/videos)

### Office

You can contact the Secretariat of EURASHE at: Ravensteingalerij 27/3, 1000 Brussels, Belgium

[T] 0032 2 211 41 97

[F] 0032 2 211 41 99

[@] [eurashe@eurashe.eu](mailto:eurashe@eurashe.eu)

### Multilingual

Multilingual information on EURASHE is also available on our website in the following languages:

Español at [www.eurashe.eu/spanish](http://www.eurashe.eu/spanish)

Čeština at [www.eurashe.eu/czech](http://www.eurashe.eu/czech)

Deutsch at [www.eurashe.eu/german](http://www.eurashe.eu/german)

Eesti at [www.eurashe.eu/estonian](http://www.eurashe.eu/estonian)

Français at [www.eurashe.eu/french](http://www.eurashe.eu/french)

Italiano at [www.eurashe.eu/italian](http://www.eurashe.eu/italian)

Nederlands at [www.eurashe.eu/dutch](http://www.eurashe.eu/dutch)

Português at [www.eurashe.eu/portuguese](http://www.eurashe.eu/portuguese)

Suomi at [www.eurashe.eu/finnish](http://www.eurashe.eu/finnish)

Русский at [www.eurashe.eu/russian](http://www.eurashe.eu/russian)

Српски at [www.eurashe.eu/serbian](http://www.eurashe.eu/serbian)





EURASHE is the **European Association of Institutions in Higher Education** that offer professionally orientated programmes and are engaged in applied research within the Bologna cycles.

EURASHE represents universities of applied sciences and university colleges; other members of EURASHE are national and sectorial associations of higher education institutions, and other individual institutions, such as universities.

**EURASHE**

Ravensteingalerij 27/3  
1000 Brussels  
Belgium

tel 0032 2 211 41 97  
fax 0032 2 211 41 99

[www.eurashe.eu](http://www.eurashe.eu)  
[eurashe@eurashe.eu](mailto:eurashe@eurashe.eu)  
twitter @EURASHE

