

EMUNI University
EURO-MEDITERRANEAN UNIVERSITY

EMUNI University
Annual Report 2011

Portorož, February 2012

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Table of Contents

1	VISION AND MISSION	6
1.1	Vision	6
1.2	Mission.....	6
2	PRESENTATION	7
2.1	Organisation of EMUNI	9
2.1.1	University bodies.....	9
2.1.2	University bodies sessions in 2011	12
2.1.3	EMUNI Members and Agreements.....	12
3	POLICIES AND GOALS	13
3.1	Law and other legal basis.....	13
3.2	Long-term strategy and objectives.....	13
3.3	Mid-term goals for period 2011-2013	14
3.4	Short-term goals for 2011	14
4	INVESTMENTS	17
5	REPORT AND THE ASSESMENT OF THE OBJECTIVES ACHIEVED ACCORDING TO THE ANNUAL OBJECTIVES OF 2011	18
5.1	Report and assessment of the objectives by area	18
5.1.1	EMUNI University education activities.....	18
5.1.2	EMUNI university research (projects) and development activities (conferences).....	21
5.1.3	EMUNI university public relation, media and international relations	22
5.1.4	General, legal, human resources, finance and president's office	23
5.1.5	Accountancy support in 2011	24
5.1.6	ICT, technical support and information-communication affairs.....	24
5.2	Assessment of operational impacts on other areas, particularly the economic, social, environmental protection, regional development and spatial planning.....	25
6	HUMAN RESOURCES	27
7	DESCRIPTION OF EMUNI UNIVERSITY ACTIVITIES	28
7.1	Educational activity – study programmes and life-long learning.....	28
7.1.1	Master study programmes - Call for enrolment	28
7.1.2	New master study programmes in the framework of ENPI.....	28
7.1.3	New EMUNI master study programmes.....	28
7.1.4	New proposal of new EMUNI master study programmes.....	29
7.1.5	EMUNI label master study programmes	30
7.1.6	EMUNI already accredited master study programmes first track.....	30
7.1.7	Already accredited master study programmes.....	30
7.1.8	New proposal of already accredited master study programmes	31
7.1.9	Already accredited PhD programmes	31
7.1.10	Other study programmes at the Al-Najah University, Palestine.....	31
7.1.11	Professional School: Euro-Mediterranean Studies 2011	32
7.1.12	Summer Schools	32
7.1.13	Doctoral Research Seminars	32

7.1.14	INPDAP	32
7.2	Research & development activity and dissemination	33
7.2.1	EMUNI ENPI Project	34
7.2.2	EMUNI Conferences and other events	34
7.3	International activity and PR activities	36
7.4	ICT, technical support and information-communication affairs	38
7.5	Research Publications.....	39
8	ACCOUNTING INFORMATION FOR EMUNI UNIVERSITY FOR 2011	41
8.1	Main accounting principles	41
8.2	Balance Sheet - general rules.....	41
8.2.1	Balance Sheet	42
8.2.2	Notes on the balance sheet	43
8.3	Statement of revenues and expenditures - general rules	45
8.3.1	Statements of revenues and expenditures	45
8.3.2	Notes to the statement of revenues and expenditures	46
9	APPENDICES.....	48

1 VISION AND MISSION

1.1 Vision

The international **Euro-Mediterranean University** (EMUNI University), which is set up in Slovenia, will significantly contribute to the harmonization of higher education and research area and contribute to the lasting development of the wider social-economic and cultural environment in the EUROMED countries as well as recognition of Slovenia in the region – Union for the Mediterranean.

1.2 Mission

EMUNI University is an international university based in Slovenia. It represents one of the six projects of the Union for the Mediterranean, which were confirmed within the common declaration and adopted in Paris on 13 July 2009. The mission of EMUNI University is above all:

- improving the quality of higher education with study and research programme implementation;
- to become an international university, taking into consideration cultural diversity;
- establishing university environment, which will have a stimulating effect on connecting different nations and cultures in an academic sphere;
- ensuring administrative, operative and material infrastructure, thus enabling university operation.

The goal of the EMUNI University is to establish an excellent network of specialised study programmes among the Euro-Mediterranean universities. The study programmes will be internationally comparable from the duration, credit points, content and acquired scientific and professional titles point of view. They will cover themes and fields which are important for the Euro-Mediterranean space. The study programmes or parts of them will be conducted in Slovenia and at various universities, cofounders of the EMUNI University.

One of the main activities of the EMUNI University is also the research activity, which is also one of the important factors for development, success and quality of the university.

The basic mission of the university is to contribute – with its activities in the field of higher education and research – to the strengthening of inter-cultural dialogue in the Euro-Mediterranean region and to fortify the Barcelona Process, which is – in a wider sense – included in the Union for the Mediterranean also.

2 PRESENTATION

Name of the university:	Evro-sredozemska univerza
Shorter name:	EMUNI univerza
Name in English:	Euro-Mediterranean University
Shorter name in English:	EMUNI University
Name in French:	Univeristé Euro-Méditerranéenne
Shorter name in French:	Univeristé EMUNI
Headquarters:	Portorož, Sončna pot 20
Registration number:	3487288
Tax number:	SI79525415
Phone number:	+386 59 25 00 50
Fax number:	+386 59 25 00 54
Web site:	www.emuni.si
Legal act:	Statute of Euro-Mediterranean University, 26 November 2008

Since its establishment in 2008, the Euro- Mediterranean University, one of the priority projects of the Union for the Mediterranean, has become an international institution, gathering expertise and knowledge from the Euromed countries and through this contributing in an important extent to the creation of a unified, integrated Euro-Mediterranean Higher Education and Research Area.

The University performs mainly all its activities at its headquarters in Portorož, where spatial conditions are provided for its operation.

EMUNI University performs study activities in all study fields, designated according to the international Isced classification (UNESCO, 1997). EMUNI University organises the implementation of study programmes, accredited at the partner universities in Slovenia and at various EMUNI co-founding universities. The university performs research activities in all scientific research fields, classified by the international Frascati classification (UNESCO, 2002).

EMUNI University is gaining recognition in the regional, national and international environment.

Important events:

- February 2009: Registration in court register
- June 2009: The first study programme, already accredited at the University of Maribor, was accredited at EMUNI.
- July 2009: EMUNI entered into the Register of Higher Education Institutions of the Republic of Slovenia.
- December 2009: Erasmus University Charter awarded to EMUNI University.
- July 2011: Two II. Level Master study programmes ("Business Communication in Intercultural Dialogue" and "Environmental Analysis and Management") were registered at the Registry of higher education institutions at the Ministry of Higher Education, Science and Technology (MHEST).

The Activities of EMUNI University in 2011 were financed from various sources:

- the public budget of the Republic of Slovenia by MHEST in the amount of 329,737.96 EUR,
- European Commission ADICO for ENPI project in the pre-financing amount of 149,000 EUR on 19.2.2010, (74,500 EUR was accounted for in 2010 and 74,500 EUR in 2011), in addition 26,247.62 were received in 2011 as part of the cost recovery,
- CMEPIUS (National agency) in the amount of 28,238.25 EUR for the IP programme implementation,

- EMUNI Foundation in the amount of 26,496.73 EUR for study programmes implementation as well as a loan of 27,000 EUR for employees' salary payment,
- market revenues such as participation fees for the conferences, registration fees for courses,
- partner universities through sponsorship and financing of various events, round tables and conferences.

The Government of Slovenia is supporting the operations of EMUNI University also indirectly by providing the premises for University's administration and study programmes implementation as well as the dormitory. From 2007 to 2010 the Government of Slovenia allocated 2.5 mil EUR to EMUNI, mainly through EMUNI Center.

The European Commission funds the activities of EMUNI University through the ENPI project. 1 million EUR in the period of 2010 to 2011 will be allocated to EMUNI in total.

EMUNI University is funded by donations as well, channelled through the EMUNI Foundation. Since September 2008, EMUNI Foundation has provided 0.5 mil EUR for University's activities, through financing scholarships and grants, development of study programmes, research projects and other activities.

From 2012 EMUNI secured funding from the European Union in the amount of 2.6 mio EUR for its programmes and administration. EMUNI plans to acquire funding also through other countries' contributions, EMUNI members' contributions, tuition and registration fees and through other projects (e.g. UfM, EC, ESF).

EMUNI and the Union for the Mediterranean

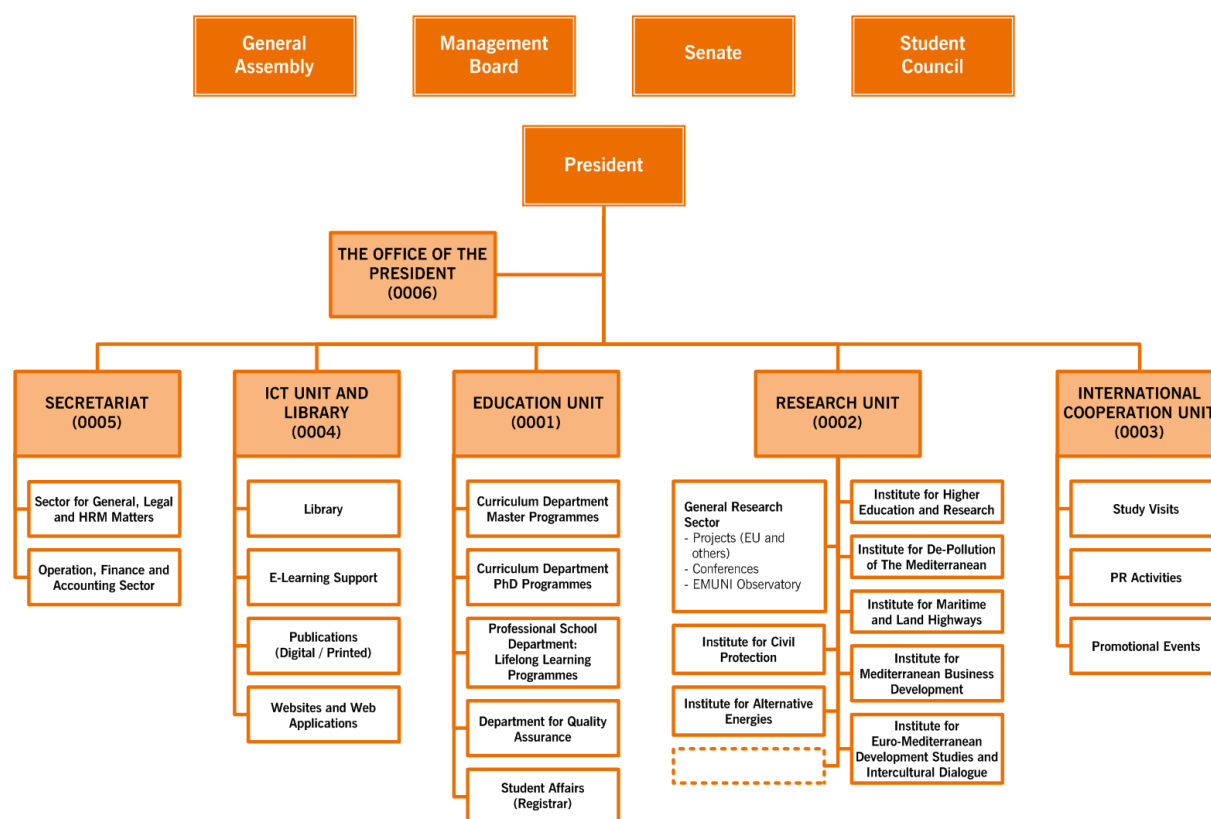
The Union for the Mediterranean is a partnership forum for dialogue between the member states of the European Union and countries of Africa and Middle East countries in the Mediterranean Basin, with the aim of strengthening relations among them. It was created as a re-launched Euro-Mediterranean Partnership in 2008.

The Union for the Mediterranean is a multilateral partnership with the aim of increasing the potential for regional integration and cohesion among Euro-Mediterranean partners. The Union for the Mediterranean is inspired by the shared political will to revitalize efforts to transform the Mediterranean into an area of peace, democracy, cooperation and prosperity. The creation of a joint secretariat is a key stone in this partnership. The Secretariat will contribute to reinforcing co ownership of new Mediterranean relations and achieving visibility through economic projects.

2.1 Organisation of EMUNI

Organisation structure

The organisation chart of EMUNI University is presented below.



Upon consent of the Management Board the President of the University can determine other internal organisational units (Article 33).

2.1.1 University bodies

EMUNI is organised as an international university with a seat in Portorož, Slovenia. It has the following bodies:

- Management Board
- General Assembly
- Senate
- Student Council

President: Prof. Dr. Joseph Mifsud (nominated on 26 November 2008)

The President is the management and expert body of the University, as well as its legal representative. His duties and tasks are defined in Article 27 of the Statute of the EMUNI University.

The Management Board is a University management body. The Management Board is constituted of eight (8) members coming from 6 countries, i.e. by:

- Prof. Dr. Anton Grizold, University of Ljubljana, Slovenia
- Prof. Hassan Nadir Kheirallah, Alexandria University, Egypt
- Prof. Danijel Rebolj, Rector of the University of Maribor Slovenia,
- Prof. Ilan Chet, Union for the Mediterranean, Spain,
- Prof. Francesco Paolo La Mantia, University of Palermo, Italy
- Prof. Maurits Van Rooijen, Compostela Group of Universities, Spain

- Prof. Ugur Erdener, Hacettepe University, Turkey
- Prof. Anasse Bouhlal, Tampere University of Applied Science, Finland
- mag. Alenka Suhadolnik, EMUNI Foundation, Slovenia.

The Chairman of the Management Board is Prof. Dr. Maurits Van Rooijen (from 24th November 2009). Duties of the Management Board are defined in Article 18 of the Statute of the EMUNI University. As a rule the Management Board meetings shall be convened by the Secretariat three times a year, i.e. in February, June and November, upon motion of the President of the University or of one third of the members of the General Assembly.

The Management Board, among other tasks, adopts the Work Programme with the financial plan for the University.

General Assembly – is summoned every year to discuss the general policies and guidelines of the work of the university. Every cosignatory of the Foundation Charter of the Euro-Mediterranean University shall have one representative to the General Assembly. Higher education, research and other institutions and/or organisations, who have applied for membership with the Secretariat and whose membership has been approved by the General Assembly, will also be entitled to each appoint one representative to the General Assembly.

Representations at the General Assembly sessions:

- GA 2009: 114 members from 32 countries
- The Co-chairmen of the GA 2009 were Prof. Hassan Nadir Kheirallah and Prof. Maurits Van Rooijen.
- GA 2010: 141 members from 37 countries
- The Co-chairmen of the GA 2010 were Prof. Giuseppe Giliberti and Prof. Ahmed Nouredine Helal.
- GA 2011: 206 members from 42 countries
- The Chairman of the GA 2011 was Prof. António Sampaio da Nóvoa.

Duties of the General Assembly are defined in Articles 14 and 15 of the Statute of the EMUNI University.

The General Assembly shall be convened by the Secretariat as the need arises. However, as a rule it shall be summoned once a year, i.e. in November, by taking into consideration the Register of the signatories of the Charter, i.e. of all parties exercising their founders' rights, as well as of the members of the General Assembly, which is kept by the Euro-Mediterranean University.

The Senate is the expert academic body of the University, which is mainly responsible for study programme activities. The Senate is constituted by the president of the university and 19 professors from 19 different partner universities and 17 countries:

- Prof. Ugur Erdener, Hacettepe University, Turkey
- Prof. Dr. Anasse Bouhlal, Tampere University of Applied Sciences, Finland
- Prof. Labib M. M. Arafah, Al-Quds University, Palestinian Authority
- Prof. David Faraggi, University of Haifa, Israel
- Prof. Giuseppe Giliberti, University of Urbino "Carlo Bo", Italy
- Prof. Antoine Hokayem, St. Joseph University, Lebanon
- Prof. Pantelis C. Kelires, Cyprus University of Technology, Cyprus
- Prof. Albert Marouani, Université de Nice Sophia Antipolis, France
- Prof. Alejandro del Valle Galvez, University of Cadiz, Spain
- Prof. Jacek Ireneusz Witkoś, Adam Mickiewicz University, Poland
- Prof. Joseph Mifsud, EMUNI University, Slovenia

- Prof. Mohammed Dahbi, Al Akhawayn University in Ifrane, Morocco
- Prof. Mladen Franko, University of Nova Gorica, Slovenia
- Prof. Panagiotis Grigoriou, University of the Aegean, Greece
- Prof. Hind Mohamed Mamdouh Hanafy, Alexandria University, Egypt
- Prof. Maria Amélia Martins-Loução, University of Lisbon, Portugal
- Prof. Rowaida Maaitah, Hashemite University, Jordan
- Prof. Jilani Lamloumi, University of Gabès, Tunisia
- Prof. Maurits Van Rooijen, Compostela Group of Universities, Spain

The University Senate shall be chaired by the President of the University, and its duties are defined in Article 21 of the Statute of the EMUNI University. Meetings of the Senate are convened by the President of the university three times a year – in February, June and November.

The debate is dedicated to the study programmes, discussing the guidelines for EMUNI study programmes and Quality assurance, adoption of new master study programmes, and accreditation of EMUNI programmes and Higher Education Council. The members are also acquainted with EMUNI activities for the current year, e.g. ReSouk 2011 and EMUNI days.

The Senate can appoint experts and commissions or other working groups in order to prepare statements, opinions and proposals, or to carry out tasks or assignments of a demanding, comprehensive or periodic nature.

Permanent commissions, appointed so far:

- Commission for study affairs (responsible for study affairs and quality assessments and assurance)¹;
- Commission for University Networks and Research Potential in the EuroMed Area;
- Commission for Universities and Communities in the EuroMed Region;
- Commission for Innovative Pedagogy within the EuroMed Higher Education and Research Area
- Commission for preparing a policy document on the admission of new members

Temporary commissions (for specific projects):

- Commission for developing the EMUNI Projects Award.
- Commission for the Statute

The student body, made up of all students enrolled in study programmes organized and/or implemented by the University, shall elect five (5) members which shall form the Student Council. Student Council's duties are defined in Article 31 of the Statute of the EMUNI University and its meetings are convened by the University at the proposal of the president of the Student Council.

The Student Council of the University will be constituted when the University has its own students. Dr. Justin Fenech, ESU, already prepared a policy statement of the students' participation in the operation of the EMUNI University.

¹ The Commission for study affairs has been recently renamed Academic Commission of the Senate. It is split into two divisions: Study Affairs Commission and Research Commission. This decision was taken by EMUNI University's Senate during its latest session on 26th November in Lisbon.

2.1.2 University bodies sessions in 2011

Senate:

- 20 – 22 March 2011, Beirut, Lebanon
- 15 June 2011, Barcelona, Spain
- 26 November 2011, Lisbon, Portugal

Management Board:

- 20 – 22 March 2011, Beirut, Lebanon
- 2 July 2011, Nyenrode, Netherlands
- 26 November 2011, Lisbon, Portugal

General Assembly:

- 25 November 2011, Lisbon, Portugal

The 7th session of EMUNI University's Senate and the 10th Session of the Management Board were held on 21st and 22nd March in Beirut, Lebanon. The most important decisions and discussions held during both sessions are summarised below:

- update on the study programmes status and adoption of new programmes,
- adoption of the 2010 Annual Report,
- adoption of the EMUNI University Development Programme with the long-term financing policy for 2011-2013 and
- presentation of financing contracts of EMUNI University.

The 8th session of EMUNI University's Senate was held on 15th June in Barcelona and the 11th Session of the Management Board was held in Nyenrode, Netherlands on 2nd July 2011. During the sessions the following decisions were taken by the members:

- registration of additional activities of EMUNI University,
- decision on financing requests for EMUNI Foundation and
- decisions related to the calls for study programmes and hosting of ENPI study programmes.

The University of Lisbon, one of EMUNI members, hosted the 12th session of EMUNI Management Board and the 9th session of EMUNI Senate in Lisbon, Portugal, on 26 November 2011. The session was attended by the members - rectors and professors of EMUNI member institutions. At the sessions the members discussed several topics and some major decisions were adopted:

- the adoption of the Work Programme of EMUNI University for 2012-13,
- the adoption of the 2012-13 Budget and Financial Plan,
- a commission was nominated in charge of EMUNI University's vice-presidents selection process,
- new proposals were accepted for EMUNI study programmes and
- the Academic Commission of the Senate was formed (previously known as the Commission for Study affairs) and consists of the Study Affairs Commission and Research Commission

2.1.3 EMUNI Members and Agreements

EMUNI University's network is gaining strength and prominence. As of December 2011 the network consisted of 206 members. 65 new members joined the network in 2011, which is twice as much as in 2010. EMUNI University has also 36 memorandums of understanding, 10 agreements and 2 declarations signed. There are currently also 29 letters of intent. The full list of EMUNI members and agreements are listed in the Appendices 1 and 2.

3 POLICIES AND GOALS

3.1 Law and other legal basis

The Euro-Mediterranean University is a University established by means of the Euro-Mediterranean University Memorandum of Association in conformity with the Foundation Charter of the Euro Mediterranean University and pursuant to the Act Amending the Higher Education Act (Ur. I. RS, No. 64/08).

EMUNI University is an international University with the seat in Slovenia, organised as a Slovenian legal entity registered as a private institution. Being registered in Slovenia, the University is bind to Slovenian legislation.

Basis for operations:

- Law on Higher Education (Ur.l. RS, nr.119/2006-UPB3, 59/2007-ZŠtip (63/2007 amend.), 15/2008 Odl. US, 64/2008, 86/2009, 62/10-ZUPJS, 34/11 Odl. US in 78/11)
- Act amending the Higher education act (Ur. I. RS, No. 64/2008)
- The Euro-Mediterranean University Statute, adopted on 26 November 2008 at the General Assembly in Barcelona, Spain on the basis of the article 10.a of the Act amending the Higher education act (Ur. I. RS, No. 64/2008) and in line with the article 37 of the Euro-Mediterranean Act and taking into account the Charter of Establishing the Euro-Mediterranean University and the »Joint Declaration of the Paris Summit for the Mediterranean« (Paris, 13 July 2008). On 27 November 2010 and 25 November 2011 the General Assembly adopted the Statute changes.
- The Euro-Mediterranean University Memorandum of Association adopted on 26 November 2008 at the General Assembly in Barcelona, Spain.

3.2 Long-term strategy and objectives

EMUNI University's long term strategy is to become a leading international university in Euro-Mediterranean region to bond together higher education institutions and its experts in the region and to develop common study programmes in the scope of the priorities of the Union for the Mediterranean.

Long-term objectives	Goals	Activities in 2011
Increase the Capacity of EMUNI to Develop and Communicate Disciplinary and Interdisciplinary Knowledge	Enable accelerated and cluster expert nominations for university programmes	EMUNI label" master study programme: implementation
	Support strategic courses through start-up funds	Assisting and developing the further process for 15 study programmes implementation
	Facilitate the integration of research and teaching	Conferences and seminars (international project meetings, regional symposium on Higher Education)
	Develop leadership skills through mentoring	Internships and traineeships
	Provide initial support for programmes, institutes, and centres that advance university strategic priorities	International activity and PR activities: - Exchange of experience and good practice; - Stimulation of inter-cultural dialogue; - Connecting the academic, economic and governmental sphere;

		- Ensuring partnership in international projects;
Strengthen the Engagement of the University in UFM Issues	Recommit to successful signature initiatives, enabling them to achieve a new level of excellence	Roundtables, international conferences, seminars, training of academics and experts in leadership positions in educational institutions
	Launch two new initiatives – that take advantage of the unique strengths of EMUNI and further our strategic institutional themes	Higher education observatory - UFM HEI policy think-tank
Lead and Innovate in the Creation, Management, and Delivery of Scholarly Resources in Support of Teaching and Research	Coordinate and expand library resources and services to maximize support for interdisciplinary initiatives, teaching, learning, and research	Publications, subscriptions, promotion and marketing, newsletters
	Exploit digital technology to provide convenient, seamless access to scholarly resources	e-Library, Helpdesk, Designing, Website and web applications, Information system
	Enhance EMUNI University's information and instructional technology resources	Promotional publications

3.3 Mid-term goals for period 2011-2013

The middle-term programme of the EMUNI University for the period 2012-2013 was discussed by the Management Board and Senate of the EMUNI University in November 2011 at their sessions in Lisbon, Portugal.

The Senate members agreed that EMUNI University shall pay attention to the quality of the selected study programmes. EMUNI degree shall be a reflection of the collaboration and the exchange of professors and students from all over the EMUNI network. The Senate members agreed that the Commission for selecting and analysing the study programmes will continue its work as a Commission for study affairs and will be responsible also for the quality assessment and assurance.

3.4 Short-term goals for 2011

main goals of its operations in 2011 were:

- promoting the priorities of the Union for the Mediterranean;
- fostering cooperation among higher education and research institutions throughout the Euro-Mediterranean region;
- strengthening student mobility;
- strengthening academic mobility;
- enabling diverse educational and research study programmes at various locations throughout the whole Euro-Mediterranean region;
- transferring knowledge and the direct application thereof;
- raising awareness of multiethnic, multicultural and multi-religious diversity of the Euro-Mediterranean.

Since its official establishment in 2009 EMUNI University has successfully developed activities in the field of education and research, which already became traditional activities of the university and also contributed a to the visibility of EMUNI University in the region.

EMUNI's activities in 2011 involved the development and implementation of:

- master and doctoral study programmes;
- doctoral research seminars;
- professional school courses, summer semester courses and free standing courses;
- research and development projects;
- conferences and other events;
- issuing different publications.

In terms of programme development and implementation from the thematically point of view EMUNI focused primarily on the Priority Areas of the Union for the Mediterranean, as well as on other areas that are currently of focal interest of the international community. The priority thematic areas of the University are:

- Maritime and Land Highways;
- Civil Protection;
- Use of Alternative Energies;
- Higher-Education and Research;
- Business Development and Economic Studies;
- Maritime Issues;
- Culture and Tourism;
- Human Rights and Migration;
- Euro-Mediterranean Studies;
- Gender Issues;
- Development Studies;
- Water Management;
- Performing Arts and
- Regional Integration.

The detailed activities of EMUNI in 2011 are described in chapter 5.

The short-term objectives in 2011 are summarized in the table below.

Short-term objectives 2011	Goals in 2011	Activities in 2011
Attract the best graduate and professional students and fully engage them in creation and transmission of knowledge	Increase our distinction by attracting the best students to our signature programmes	Promotion and dissemination of EMUNI activities
	Train future UFM leaders together in both disciplinary and interdisciplinary methodologies	Symposiums, forums
	Continue to strengthen the infrastructure for graduate and professional student development	Doctoral Research Seminars, Free standing courses, Summer Schools
Foster in graduate students a passion for learning and a commitment to making a difference in the world	Establish inquiry-based and interdisciplinary learning as the distinctive signature of graduate education at EMUNI	Life Long Learning: Euro-Mediterranean Studies(EMS)
	Use a developmental model as a method for integrating and evaluating curricular and co-curricular initiatives	Promotion and dissemination
	Create increased opportunities for experiential learning and civic engagement in the UFM	Promote staff and student mobility
	Develop programmes to improve an EMUNI culture	Conferences ReSouk, EMUNI HE&R, Regional Days

Transform the university without walls concept	Enrich the graduate experience at EMUNI	Individual mobility of students, academic staff and administrative staff
	Increase faculty diversity strength in course development	First 4 study programmes in the priorities of the Union for the Mediterranean
	Build regional and international curriculum programming	To renew application for Erasmus IP
	Create a vibrant on prospective EMUNI sites	IT support training and improvement
	Strengthen UFM academic leadership	Academic discussions through dialogue and round tables

Academic year 2010/11 runs from 1 October 2010 to 30 September 2011 (ZViS 119/2006-UPB3, Article 37).

4 INVESTMENTS

In 2011, EMUNI University did not have any investments property wise. The university uses the offices in the Dijaški Dom on the 4th floor, which is also the seat of the University. EMUNI University had several meetings in 2011 to obtain new offices in Ljubljana and new premises for the seat of EMUNI University.

The premises, where EMUNI University is currently located, are owned by the Republic of Slovenia. As per the contract currently in place the premises in use are rent-free and the University is in charge of paying utility and maintenance bills. In 2011 EMUNI University worked with the Ministry of Higher Education, Science and Technology towards preparing the best possible contract for these premises. Nevertheless, EMUNI University received a claim for payment at the value of 41,993.75 EUR for the renting of the premises of EMUNI's seat in Slovenia for the period between 30 September 2009 and 31 January 2012, which is from the time the first contract for free use of premises expired until the end of January 2012, when the call for premises was unsuccessful. EMUNI University forwarded this information to the European Union's institutions for their perusal. The Republic of Slovenia has in fact committed to supporting EMUNI University's activities since EMUNI, as one of the priorities of the UfM, gives opportunity for networking of Slovenian universities and other international universities².

² Republic of Slovenia: National Higher Education Programme 2011-2020; Chapter 2.6. Internationalization

5 REPORT AND THE ASSESMENT OF THE OBJECTIVES ACHIEVED ACCORDING TO THE ANNUAL OBJECTIVES OF 2011

EMUNI University had been involved in various activities in 2011. The details of these activities are summarized in tables below.

Most of the activities had been prepared and performed by University's secretariat. Member institutions and experts from the Euro-Mediterranean area also helped out with the organisation and preparation of activities, events and study programmes in 2011.

5.1 Report and assessment of the objectives by area

5.1.1 EMUNI University education activities

Short-term objectives 2011	Activities in 2011	Results in 2011
Study activities – EMUNI accredited master study programmes		
Implementation of the study programmes in the Academic Year 2010/11	Developmental and implementation activities for the EMUNI Master Study Programmes: <ul style="list-style-type: none"> - Environmental Analysis and Management - Intercultural Business Communication The two Master study programmes and the list of professors involved were approved by the Senate; they were sent to NAKVIS Call for enrolment for Students	The notification (registration) received from NAKVIS in July 2011. Immediate issue of the call for the programme with the starting period of November 2011. (Due to the short notice the amount of students was not sufficient to start implementing the programme in a timely manner. Commencement postponed until the academic year 2012-2013 (October 2012)

Study activities – EMUNI master SP's in the framework of ENPI		
Reception of the approval from the EMUNI Senate Launching the call for partner institutions to host the Master and PhD study programmes Drafting the materials for the accreditation of EMUNI Master SP in the framework of ENPI Call for enrolment	<ul style="list-style-type: none"> - 3 EMUNI Master study programmes: - Mediterranean Business Development Initiative - De-pollution of the Mediterranean - Maritime and Land Highways 3 EMUNI PhD study programmes: <ul style="list-style-type: none"> - Good Governance and Public Policy Development. - Educational Administration Leadership and Organisational Development. - Human right, Institution Building and Democratization 	<ul style="list-style-type: none"> - The EMUNI Senate nominated a special commission to revise the Master and PhD SP's. - Commission's proposals sent to the coordinators. Hosting institutions approved by the Senate. - The partner Institutions are now in the progress of the accreditation of the SP's. - Due to changes done to the application form and merits from NAKVIS, EMUNI to fill in the applications based on the new format. - The call for enrolment to be issued in September 2012 or January 2013.

Study activities - New EMUNI master SP's		
Revision of the Master SP's contents by the Senate according to the revised merits and new application form of NAKVIS Drafting the materials for the accreditation of the already accredited study programmes. Call for enrolment	10 proposals of Master SP	Senate approved the new master SP's. - Due to changes done to the application form and merits from NAKVIS, EMUNI to fill in the applications based on the new format. The call for enrolment to be issued in September 2012 or January 2013.

Study activities - New proposal for new EMUNI master SP's		
Call for proposal for New Master SP	Master SP's: - Etudes euro-mediterraneennes - & developpement durable - EU and international law, security and social order in the euro-mediterranean area - Master in Risk Science	Due to changes done to the application form and merits from NAKVIS, EMUNI to fill in the applications based on the new format.

Study activities – EMUNI label master SP		
Implementation of the study programmes in the Academic Year 2010/11 Launch of the call for the EMUNI Label Organisation of the EMS module in Slovenia in English and French	6 Master SP Call for enrolment has been issued by the responsible university (the university that will issue a degree). Organisation of the EMS module in Slovenia in English and French	Senate approved the new master SP's. Co-organisation of the 6 Master SP's under the EMUNI label accredited at the partner universities. EMS module delivered at EMUNI University in English and French in the period of three weeks. 50 students and 25 professors-experts hosted. Students received EMUNI label certificate.

EMUNI already accredited master SP's - first track		
Revision of the already accredited master SP Drafting the materials for accreditation of already accredited study programmes. Call/ tender for enrolment	Study programmes: - Applied Geological Sciences for Building and Land Management - Euro-Mediterranean Master in Culture and Tourism	Senate approved the new master SP's. - Due to changes done to the application form and merits from NAKVIS, EMUNI to fill in the applications based on the new format. The call for enrolment to be issued in September 2012 or January 2013.
Organisation of the supplement documentation for the notification of the programmes	- Landscape, Territory and Patrimony - Marine Hydrology - Public Management, speciality: Euro-Mediterranean Management – Sustainable Development	A negative opinion was given by Council for Higher Education of the Republic of Slovenia/ SQAA as there are no similar master SP's in Slovenia. EMUNI University will implement only the EMUNI Label SP's

New proposal of EMUNI already accredited master SP's		
Launch the call for the EMUNI Already Accredited Master SP Drafting the materials for accreditation of already accredited study programmes. Drafting the documentation for all the Master in order to receive scholarships from the Italian Government	17 EMUNI Already Accredited Master SP (June 2011) 12 EMUNI Already Accredited Master SP (November 2011) 1 EMUNI Already Accredited PhD SP	<ul style="list-style-type: none"> - The members of Senate approved the proposals. - The Master SP to be accredited as joint degree - Due to changes done to the application form and merits from NAKVIS EMUNI to fill in the applications based on the new format. - The call for enrolment to be issued in September 2012 or January 2013. - EMUNI received 79 scholarships for the Italian students for 11 Master SP
Promotion and support of the programmes	Promotional and supporting activities	Decision adopted for EMUNI university to perform promotion, issuing of Certificates of attendance and evaluation of the project and preparation of final report

4th EMUNI Professional school Summer schools

In 2011 EMUNI University supported one summer school per partner institution through reimbursement of costs for up to two students and one professor per institution, implementing the summer school course. The participants needed to be citizens of the countries of the Southern Mediterranean rim (i.e.: Algeria, Egypt, Jordan, Lebanon, Morocco, Israel, Palestinian Authority, Syria, Tunisia, Turkey).

Name of HE institution	Name of the course	ECTS³	Location of delivery	Term	Language
Aristotle University of Thessaloniki, Greece	Migrants' Life Stories and Cinema	3	University Camping,	4 July – 15 July	EN, GR
	Domestic and Occupational Accidents: Prevention and Treatment	1	Kalandra Chalkidiki, Greece	17 August – 8 August	EN, IT, GR
International School for Social and Business Studies, Slovenia	Entrepreneurship	9	International School for Social and Business Studies, Slovenia	4 July – 15 July	EN
University of Catania, Italy	Books as Knowledge transmission tool: gender literature and history observed by the sea in the Mediterranean Area	3	University of Catania, Italy	4 July – 16 July	EN, FR

Doctoral Research Seminars Outputs:

- Improvement/enrichment of doctoral thesis.
- Elaboration of research work in a multicultural environment.

³ ECTS - European Credit Transfer and Accumulation System

- Certificates of Attendance issued by EMUNI University and/or responsible University. For courses with ECTS value, the responsible HE institution will issue the Transcript of Records with the course specification (ECTS, grade).

Name of HE institution	Name of the course	ECTS	Location of delivery	Term	Language
University of Foggia, Italy	The PhD thesis writing: comparison between models and experiences	1	University of Foggia, Italy	24 -25 June	IT, EN
University of Genoa, Italy	Civil Rights protection and rights of migrants in the framework of Mediterranean cooperation	/	University of Genova, Italy	18 – 23 July	EN, FR, IT
Mykolas Romeris University, Lithuania	Ethnicity, Multiculturalism and Globalization	6	Mykolas Romeris University, Lithuania	4 – 15 April	EN
	Increasing Competitiveness of Mediterranean Region I. Cluster Management II. Case writing week	6	Mykolas Romeris University, Lithuania	11 – 24 April	EN
	Gender economics	6	Mykolas Romeris University, Lithuania or EMUNI University	16 – 29 May	EN

5.1.2 EMUNI university research (projects) and development activities (conferences)

Short-term objectives 2011	Activities in 2011	Results in 2011
Project activities		
Stimulate international cooperation through projects and events for partners from across the Mediterranean basin	- Planning, organizing and communicating with partner institutions through international programmes, exchanges, conferences and meetings.	- Several projects applied and approved (refer to tab 3)
Enhance cooperation in the areas of higher education and research that involves priorities of the Union for the Mediterranean	ENPI project aimed at developing 6-8 new master programmes.	The activities are ongoing and described in more details in chapter 7.2.1.
Continuous following of published calls for applications in the field of high education. Direct link with Slovenian national agency (CMEPIUS) for international education mobility programmes.	TEMPUS Programmes	University was entitled to apply as a partner to 8 TEMPUS Programmes, which is the longest-standing EU programme in the sector
	Erasmus Mundus	EMUNI took part as a partner in 9 Erasmus Mundus projects
	Project "BRABANDER, INTERREG IV C Programme,	University participated in these project applications.
	EURAXESS network promotion	Successfully promoted the EURAXESS network by actively participating in the activities organized by this programme (EMUNI ReSouk in Beirut,

		International round table discussion and EMIR course in Portorož).
	Erasmus Staff Mobility	Grant received on the basis of the new agreement signed in May 2011; EMUNI employees and researchers gained the possibility to attend the exchange programmes
	Other extensive projects	EMUNI applied for and was granted other extensive projects such as Erasmus Mobility, Youth in Action, FP7, Marie Curie Programmes
Erasmus Office and Internship Programme	The office for Erasmus programme directly corresponds with the national agency of Slovenia, CMEPIUS	Several new Erasmus bilateral agreements established with partner universities. Internship programmes were implemented for experts coming from other EU, Balkan and Arab countries. In 2011, EMUNI hosted one member from Spain for the period of six months, to work on the research projects, in the education department and on international cooperation.

5.1.3 EMUNI university public relation, media and international relations

Short-term objectives 2011	Activities in 2011	Results in 2011
Cooperation with the academic, economic and governmental spheres on local, national and international levels	Reporting and communicating EMUNI projects to the public. Organisation of different public events.	Integration of the academic, economic and governmental spheres into EMUNI projects; Cooperation with ALF and AoF
Cooperation and support with international activities	Supporting organisation of international visits, receiving foreign delegations in Slovenia and participating in international conferences; ⁴ accompanying at meetings and conferences (on President's instruction);	Participation at international conferences, seminars and other events
Public Relations (PR)	Publishing the news on the website Following publications in the media (press clipping); Informing the media on important events and organisation of press conferences	Promotion of EMUNI, Slovenia and Slovenian higher education in Slovenian- and foreign media
Publication of IJEMS, collection of scientific papers, 2011 Report and other publications and scientific and promotional materials	Details on IJEMS and other reports in chapter 7.5	Details on IJEMS and other reports in chapter 7.5

⁴ Organisation of transport and accommodation; coordination of meetings; drafting travel orders; reminders for visits and meetings; drafting materials; drafting minutes

5.1.4 General, legal, human resources, finance and president's office

EMUNI University was performing all its administrative and operational affairs independently in 2011 at the time when Centre EMUNI was in the liquidation process and has taken all the necessary steps for its closure. In 2011 the full administrative team has been established with specialists being hired on their respective functions. In 2011 each function (finance, legal, human resources, information technology, general and president's office) has been further developed to meet all the needs of the university in line with its Development Plan for 2011 and its long-term strategic objectives.

Short-term objectives 2011	Activities in 2011	Results in 2011
President's Office		
Organization of the President's agenda, maintaining and establishing new connections with different institutes and other institutions, administrative tasks.	Maintaining contacts with prominent institutions in Slovenia and abroad, such as the National Assembly of the Republic of Slovenia, Ministry of Higher Education, Science and Technology, European Parliament, several EU institutions and institutes, diplomatic academies, higher education institutions in the EU and non-EU countries, and many others. Management of mission orders and reports.	EMUNI University organized various events in Slovenia and abroad, such as the Mediterranean Day at the National Assembly of Slovenia, round tables and EMUNI Days. The President's Office has been contributing towards maintaining and establishing good and fruitful relations between EMUNI University, its partner institutions and institutions from the EU and non-EU countries. All missions processed in a timely manner in 2011 and forwarded on to the accounting firm for book keeping and processing.

Short-term objectives 2011	Activities in 2011	Results in 2011
Legal and Human Resources Department		
Legal and professional grounds for the operation of the EMUNI University.	Full support to all legal activities of EMUNI University. Administration of the register of the EMUNI university members. Propose changes of the Statute of EMUNI University. Support preparation of co-operation between EMUNI University and ARLEM.	EMUNI university has 206 members, 67 new members joined EMUNI in 2011, 19 Memorandums of Understanding were signed in 2011. Proposed changes confirmed by the General Assembly and amended Statute signed. A Declaration of Intent harmonised and ready for signature at the ARLEM plenary session in January 2012
The activities of the bodies, commissions, collegiate body of the university and collegiate body of the President.	Preparation of the materials for meetings ⁵ ; Convening of meetings; Administrative and other support to the meetings.	Meetings carried out with success: <ul style="list-style-type: none"> - three meetings of the Senate, - three meetings of the Management Board, - one meeting of General Assembly, - three meetings of Commission for Study Affairs.
Projects	Application to the new ENPI project - EuroMed Migration III, in which EMUNI University is a member of a consortium led by the International Center for Migration Policy and	Successful application to ENPI EuroMed Migration III project, the project will be implemented in 2012 – 2014

⁵ Harmonisation of the agenda; cooperation when preparing professional materials; minutes;

Short-term objectives 2011	Activities in 2011	Results in 2011
	Development (ICMPD). Co-organization of the Dubrovnik Diplomatic Forum, active attendance	Forum successfully organized and attended.
Human resources	Employment of new employees, real-time solutions of HR issues	Preparation of agreements and contracts; The majority of current staff employed in 2011; renewals of employment and single-task contracts. A call was issued for employment of two Vice Presidents.

Short-term objectives 2011	Activities in 2011	Results in 2011
Finance and Accounting Department		
Organising the financial and accounting affairs of the university, provision of financial information to the President and Management Board	Main areas of activity (book keeping procedures, financial statements planning and forecast, salaries management, funding activities, providing management information, financial reporting)	All financial and accounting tasks activities prepared on time for the monthly accounts. Prompt response to requests by the Management Board and the President. Contributed to the adoption of several decisions related to university's operations and funding.
Financial Control	The value of this year's contract with the Ministry substantially decreased and set at the value of EUR 300,000 following the liquidation of Center EMUNI.	A stable cost structure was maintained in 2011. Despite limited funds the university achieved the main objectives set out in its 2011 Development Plan. All requirements of the contract with MHEST fulfilled in 2011.
Budgeting and Forecasting	Yearly budgeting and quarterly forecasting process	Adoption of the new Strategic Development Plan of the University for 2011 with revised budget for 2011.
Projects	Establishing the cost structure for various calls for proposals. Supervising all financial data provided in the calls and applications to the EU calls. Coordination with ENPI finance specialist on reviewing the overhead costs of ENPI project activities.	Financial claims for the financing of study programmes and summer schools successfully reported to the funding institutions. Continuous evaluation of operational costs of the project and its experts; successful recovery of costs from the European Commission.

5.1.5 Accountancy support in 2011

EMUNI University outsources its accountancy service for the preparation of payrolls, VAT reports, and other regulatory accounting reports that have to be presented to the financial authorities in line with the financial and accountancy rules and legislation that binds a Slovenian private institution.

5.1.6 ICT, technical support and information-communication affairs

Short-term objectives for 2011	Activities in 2011	Results in 2011
Upgrade and update of the information system	<ul style="list-style-type: none"> - Activities: - reducing costs - improving reliability and security - making it more user friendly and 	Transition of email, calendar and some other services made to Free Google Apps platform for education.

	accessible	
Helpdesk and support to EMUNI staff, professors and students	<ul style="list-style-type: none"> - resolving computer related problems on daily basis - bite-size trainings - just-in-time trainings 	<ul style="list-style-type: none"> - 1 on 1 help and trainings - group trainings - video trainings
Website	<ul style="list-style-type: none"> - Renovate the website to turn the website into a fully integrated system of web applications (web site, e-learning, databases, student networking, e-mails, videoconferencing, conferencing systems, specialised modules, etc.) 	<ul style="list-style-type: none"> - not performed due to lack of funds, planned for 2012
Student Information Database System	<ul style="list-style-type: none"> - develop and deploy student information database system in 2011/2012 in order to support EMUNI's activities in running the study programmes 	<ul style="list-style-type: none"> - not performed due to lack of funds, planned for 2012
Support to the EMUNI conferences and meetings	<ul style="list-style-type: none"> - technical and organisational support had been done for the Research Souk 2011, General Assembly 2011 and EMUNI bodies meetings in 2011 (Senate, Management Board, Commissions) 	<ul style="list-style-type: none"> - performed on daily basis
Promotional Material and internet marketing	<ul style="list-style-type: none"> - design of promotional material - internet marketing 	<ul style="list-style-type: none"> - internet marketing done on daily basis through EMUNI websites, email, newsletter, Facebook, Twitter and Picasa.

We estimate that EMUNI University operated successfully in year 2011 despite the financial constraints like the decreased budget and prolonged funding request procedure at the European Commission. Our main operational, research and study objectives were achieved. Nevertheless the University finished the year with a loss. This is the result of the contract with MHEST being set at a lower value than the originally planned funding of 500,000 EUR. Moreover, there was a delay in signing the agreement with EMUN Foundation, with which the funds at the value of 157,000 EUR should be released. The year 2011 was marked also with a prolonged funding procedure of the European Commission funds linked to the ENPI project. EMUNI University was facing issues in repaying the costs associated with the project.

Despite the initial difficulties with the accreditation process with NAKVIS we have managed to respond smoothly and quickly to agency's requirements, which resulted in two programmes being registered at MHEST. The first track of study programmes will complement the Master and PhD programmes contributed by the members of EMUNI that are seeking validation outside Slovenia and are subject to new reforms, which might be made to the accreditation system by the Government of the Republic of Slovenia.

5.2 Assessment of operational impacts on other areas, particularly the economic, social, environmental protection, regional development and spatial planning

EMUNI University has been established as one of priority projects of the Union for the Mediterranean, so its impact on other areas, rather than education, is extremely vast.

EMUNI is one of the most important projects within the context of the Union for the Mediterranean focused on bringing together universities, research institutions, research centres

and centres of excellence to work together in the development of new projects, bridging the South and the North, the North and the South, the East and the West of the Mediterranean.

EMUNI's priorities have ranged from maritime and land highways to alternative energies, from civil protection to higher education and research. It has also focused on such important areas like the development of Mediterranean business, especially small and medium enterprise and cottage industries. Professional development schools, summer schools, research seminars, European projects and intensive programmes were all developed and implemented with the aim to bring together young people, young graduates from all over, to work together and to speak together the same language, the one of research and excellence.

EMUNI partners share with the University the trip of intercultural dialogue by focusing specifically on themes and thematic approaches.

EMUNI University is not just a European institution, but also a Euro-Mediterranean institution, and its experts come from various industries within the Mediterranean basin. EMUNI's goal is to be an instrument of change and development for the region.

Thematically EMUNI focuses on the Priority Areas of the Union for the Mediterranean, as well as on other areas that are currently of focal interest of the international community, such as: Maritime and Land Highways, Civil Protection, Use of Alternative Energies, Higher-Education and Research, Business Development and Economic Studies, Maritime Issues, Culture and Tourism, Human Rights and Migration, Euro-Mediterranean Studies, Gender Issues, Development Studies, Water Management, Performing Arts and Regional Integration.

With the establishment of the Euro-Mediterranean University an important contribution towards creating a unified, integrated Euro-Mediterranean Higher Education, Science and Research Area was made. EMUNI is serving as a hub for networking of institutions, exchanges of students, research and academic staff, development of joint study programmes and projects in the Euro-Mediterranean region.

6 HUMAN RESOURCES

EMUNI University has 10 employees as of 31st December 2011. The president of the University is Prof. Dr. Joseph Mifsud. The list of employees, their position and contract definition is presented in the table below.

Name	Department	Position	Type of Contract
Prof. Dr. Joseph Mifsud	President of EMUNI University	President of EMUNI University	Managerial contract
Tadeja Jerovšek	The Office of the President	Administrative assistant	Fixed term contract
Marela Lovrec	The Office of the President	Administrative assistant	Fixed term contract
Paolo Gardenghi	The Office of the President		Single-task contract
Mohamed Chatouani	The Office of the President	Head of President's Office	Contract for an indefinite period
Anna Gargiulo	Education Unit	Administrative assistant	Fixed term contract
Ursula Cehner	Research Unit	Administrative assistant	Fixed term contract
Denis Čurčić	ICT Unit	Administrative assistant	Contract for an indefinite period
Alenka Kocjančič	Operations, Finance and Accounting Department	Head of the Department	Contract for an indefinite period
Tina Bavdek	Operations, Finance and Accounting Department	Administrative assistant	Fixed term contract
Petra Zagoričnik Marinič	Department for Operations, Legal and HRM Matters	Head of the Department	Contract for an indefinite period

Overview of hiring at the University in period from 1st January 2011 to 31st December 2011:

In 2011 EMUNI University has fully established its own secretariat and has hired eight employees in total as follows:

- one employee for research and project management for the duration of one year;
- two employees in President's office for the duration of six months (the contracts were extended for an additional six and twelve months respectively);
- two employees for educational matters and student's office for a period for six months; one contract was extended for a further year, whilst one employee left the University before their contract expiry date;
- one employee for legal and HR matters for a period of six months firstly, later extended for an indefinite period;
- one employee for financial and accounting matters for a period of six months firstly, later extended for an indefinite period;
- one employee in charge of the ENPI project finance matters for the duration of the project; which has recently been extended until 31 December 2012.

Extension of contracts, leavers and other collaborators:

- two existing contracts have been extended for an indefinite period (employee for ICT and organizational matters and employee for international and diplomatic affairs);
- there were two leavers in 2011: the employee from the Education Department left EMUNI University on 28 May and the employee from the Research Department on 31 December 2011 after the expiry of her fixed-term contract;
- EMUNI University managed workload pressure with the help of the trainees and interns coming from various countries of the Euro-Mediterranean area, usually for a period of 3 months each;
- one employee was working in the President's office throughout 2011 under a single task contract;
- professors lecturing during the EMS modules held at EMUNI University were hired on the authorial contract basis.

7 DESCRIPTION OF EMUNI UNIVERSITY ACTIVITIES

In this chapter the EMUNI activities that were mentioned in the previous chapters are described in a more detailed way showing the administrative, organisational and other tasks performed by EMUNI secretariat.

7.1 Educational activity – study programmes and life-long learning

7.1.1 Master study programmes - Call for enrolment

EMUNI University issued calls for enrolment of students in the following master study programmes in 2011:

- **Environmental Analysis and Management:** gives an insight into the environmental processes and possible modifications and perturbations of the system at macro and micro levels.
- **Intercultural Business Communication:** focused on two foreign languages, to be chosen among English, French, German, Russian, Spanish and Chinese, and the ability to communicate effectively in complex business contexts.

7.1.2 New master study programmes in the framework of ENPI

The ENPI project, focused on the development of new EMUNI postgraduate study programmes in the area of the Union for the Mediterranean, which are planned to be implemented in 2011/2012.

EMUNI Senate adopted the following master study programmes in the ENPI framework in 2011:

- Maritime and Land Highways,
- Mediterranean Business Development Initiatives and
- De-pollution of the Mediterranean.

The following PhD programmes in the ENPI framework were also adopted by the Senate:

- Good Governance and Public Policy Development.
- Educational Administration Leadership and Organisational Development
- Human Rights, Institution Building and Democratization.

7.1.3 New EMUNI master study programmes

Study Programme	Higher education (HE) institution, Country, Professor Coordinator	Other partners
Development Studies and Intercultural Dialogue	EMUNI University, Slovenia Prof. Dr. Maja Bučar	- University of Ljubljana, Slovenia - University of Pavia, Italy - University of Lisbon, Portugal - Al Akhawayn University, Morocco - Al Najah University, Palestinian Authority
Future Infrastructures and Landscapes in EuroMed	University of Fernando Pessoa, Portugal and EMUNI University Prof. Dr. Jose Manuel Pagés Madrigal	- University of Sousse, Tunisia - Saxion University of Applied Sciences, the Netherlands - University of Ljubljana, Slovenia - Birtzet University - Palestinian Authority - University of Calabria, Italy
Euromed master study programme in development communication (COMDEV) for regional integration and sustainable development in the Mediterranean	Universitat Autònoma de Barcelona, Spain Prof. Abbas Ibrahim	- Akdeniz University, Turkey; - University of Maribor, Slovenia - Rovira i Virgili University (URV) and the UNESCO Chair of Intercultural Dialogue in the Mediterranean, Spain - Mediterranean Universities Union

		(UNIMED), Italy
Security	University of Aegean/CREMO, Greece (TBC) and EMUNI University Prof. Dr. Grigoriou Panayiotis	- CESMO, Lebanon - University of Maribor, Slovenia - University of Ljubljana, Slovenia (TBC) - University of Catania, Italy (TBC) - University Cadi Ayyad, Morocco (TBC)
Environment	University of Nova Gorica, Slovenia and EMUNI University Prof. Dr. Mladen Franko	- Alexandria University, Egypt - EMUNI, Slovenia - Hacettepe University, Turkey - University of Sousse, Tunisia - University of Trieste, Italy
Maritime Cultural Heritage	University of Alexandria, Egypt and EMUNI University Prof. Dr. Emad Khalil	- University of Southampton, the United Kingdom; - Faculté des Lettres, des Arts et des Humanités, Tunisia; - Dokuz Eylul University, Institute of Marine Sciences and Technology, Turkey; - University of Zadar, Croatia
Migration, Culture and Human Rights	University of Maribor, Slovenia and EMUNI University Prof. Dr. Lučka Lorber, Prof. Dr. Bojan Boštner	- Hacettepe University, Turkey - University of the Aegean, Greece - Haifa University, Israel - Fernando Pessoa University, Portugal
Systems Dynamics to Manage Sustainable Business Development	University of Palermo, Italy and EMUNI University Prof. Dr. Carmine Bianchi	- Alexandria University, Egypt - University of Maribor, Slovenia - Nyenrode Business Universiteit, the Netherlands - Ruppin Academic Center, Israel
Executive MA in Higher Education Management, Revenue and Quality Enhancement	Compostela Group of Universities, Spain (TBC) and EMUNI University Prof. Dr. Maurits Van Rooijen	Partners will be proposed by the Compostela Group of Universities, Spain
Euro-Mediterranean master in interreligious dialogue and tourism (EMIDT)	University of Salento and Community of Mediterranean Universities, Italy Prof. Cosimo Notarstefano	- University of Sousse, Tunisia - University of Bari, Italy - University of Aegean – CREMO, Greece - University of Maribor, Slovenia - University of Samsun, Turkey - University of “Nostra Signora Buon Consiglio”, Albania - University of Bergamo, Italy - C.I.R.E.T., France

7.1.4 New proposal of new EMUNI master study programmes

Study Programme	Duration	ECTS	HE institution, country
Projet de mastere international en etude Euro-Mediterraneennes & developpement durable	1 year	60	- University Panteion of Political and social sciences of Athens, Greece, - University of Egee, Greece, Université de Nice Sophia-Antipolis, France
EU and International Law, Security and Social Order in the Euro-Mediterranean Area	2 years	120	- University of the Aegean, Greece - Université Pierre Mendès-France - University of Cádiz, Spain - Université Sidi Mohamed Ben Abdellah de Fès, Morocco - Università degli studi di Napoli “L’Orientale”, Italy - CESMO - Center for Middle-Eastern Strategic Studies, Lebanon - University of Piraeus, Greece

7.1.5 EMUNI label master study programmes

In the academic year 2010/11 EMUNI University co-organised six masters study programmes as “EMUNI label” accredited at the partner universities. Upon conclusion of the study programme students will receive EMUNI label certificate issued by EMUNI University.

Programmes under EMUNI label scheme in 2010/11:

- Environmental Analysis and Management, responsible university: University of Palermo, Italy, duration two years, 120 ECTS,
- Intercultural Business Communication, responsible university: University of Urbino, Italy, duration two years, 120 ECTS
- Euro-Mediterranean Master in Culture and Tourism, responsible university: University of Bari/CMU, Italy, duration one year, 60 ECTS
- Landscape, territory and patrimony, responsible university: University of Sousse, Tunisia, duration two years, 120 ECTS
- Euro-Mediterranean Master in Culture and Tourism, one year, master, University of Bari, Italy
- Public Management, speciality: Euro-Mediterranean Management - Sustainable Development, responsible university: Paul Cézanne University Aix-Marseille III, France, duration one year, 60 ECTS

7.1.6 EMUNI already accredited master study programmes first track

Study Programme	Duration	HE institution, country
Landscape, Territory and Patrimony	2 years	University of Sousse, Tunisia
Marine Hydrology	2 years	Klaipeda University, Lithuania
Public Management, speciality: Euro-Mediterranean Management – Sustainable Development	1 year	Paul Cézanne University Aix-Marseille III, France

7.1.7 Already accredited master study programmes

Study Programme	Duration	ECTS	HE institution, country
Euro-Mediterranean Master in Interreligious Dialogue and Tourism (EMIDT)	120	2 years	Community of Mediterranean Universities (CUM), Italy
Euro-Mediterranean Master in Cultures and tourism EMCT	60	1 years	Community of Mediterranean Universities (CUM), Italy
Business Administration	90	1,5 years	Mediterranean University of Albania, Albania
Master of Science Study Programme in International Relation	120	2 years	Mediterranean University of Albania, Albania
Master of Science Study Programme in Political Science	120	2 years	Mediterranean University of Albania , Albania
Master in Bilingual Master in International Relation and Immigration policies	60	1 years	Universidad de Murcia, Spain
MA program in Peace and Conflict Management Studies	60	1 years	University of Haifa, Israel
Multi-Disciplinary Master’s program (M.A.) In Holocaust Studies	60	3 – 5 semesters	University of Haifa, Israel
Global Law Program (GLP)	120	2 years	University of Haifa, Israel
International Executive MBA Programme	120	2 years	University of Haifa, Israel
Maritime Civilization in Light Of Environmental Changes	120	2 years	University of Haifa, Israel
MA Program in Creative Arts Therapies	60	1 years	University of Haifa, Israel
Master Program in BIO-law: Law, Ethics and Science	60	1 years	University of Murcia, Spain
Master of Science in Journalism and New Media	120	2 years	ISSEA Politecnico di Studi Aziendali Università Privata a Distanza, Switzerland
Science in Tourism Management	120	2 years	ISSEA Politecnico di Studi Aziendali Università Privata a Distanza, Switzerland

Master of Science in Corporate Business	120	2 years	ISSEA Politecnico di Studi Aziendali Università Privata a Distanza, Switzerland
Management and Quality in Education	60	1 year	ISSBS

7.1.8 New proposal of already accredited master study programmes

Study Programme	Duration	ECTS	HE institution, country
The National Security Studies	1 year	60	University of Haifa, Israel
Learning Disabilities	2 years	120	University of Haifa, Israel
Business Administration (MBA) with Specialization in Risk, Management and Insurance	1 year	120	University of Haifa, Israel
Antropology: Culture, Migration and health	1 year	60	Campus mare nostrum Universidad de Murcia, Spain
Human Ageing	1 year	60	Campus mare nostrum Universidad de Murcia, Spain
New technologies in Computer science	1 year	60	Campus mare nostrum Universidad de Murcia, Spain
Water Technology, Administration and Management	1 year	90	Campus mare nostrum Universidad de Murcia, Spain
Nutrition, Food Technology and Food Safety	1 year	60	Campus mare nostrum Universidad de Murcia, Spain
Sustainability and Soil Protection in Mediterranean Environments	1 year	60	Campus mare nostrum Universidad de Murcia, Spain
Master Interuniversitario Local Development and Employment	1 year	60	- Campus mare nostrum, Universidad de Murcia - Universidad Politécnica de Cartagena, Spain
Advanced Technologies in Research and Agro-Food Development	1 year	60	Universidad Politécnica de Cartagena, Murcia, Spain
European Societies and European Integration	1 year and half	90	University of Aegean, Greece

7.1.9 Already accredited PhD programmes

Study Programme	Duration	ECTS	HE institution, country
PhD in Corporate Counselling	3 years	180	ISSEA politecnico di studi aziendali, University' private a distanza, Switzerland

7.1.10 Other study programmes at the Al-Najah University, Palestine

Study Programme	ECTS	Duration
Faculty of Architecture and Design: Architecture, Graphic Design, Interior Design, Furniture Design, Industrial Design, Photography, and Studio Arts	180	3 years
Faculty of Arts & Human Sciences: English Language & Literature, Arabic Language & Literature, French Language & Literature, Psychology, Sociology, Philosophy, Education, Translation, and Freshman Level.	180	3 years
Faculty of Business Administration: Management, Marketing, Finance, Accounting, Economics, Islamic Banking & Finance, Management Information Systems (MIS), Hospitality/Tourism Management, and Flight Attendant Management.	180	3 years
Faculty of Engineering and Information Technology: Electronics & Computer Engineering, Biomedical Engineering, Communication & Network Engineering, Industrial Engineering, Computer Science, Information Technology, Marine Transport & Technology and Marine Engineering & Technology.	300	5 years
Faculty of Public Health: Nursing and Nutrition	180	3 years
Faculty of Science: Biology, Chemistry, Physics, and Mathematics.	180	3 years

Faculty of Agriculture: Agricultural Engineering. Special Programs: Intensive English Program (IEP) Certifications: Cisco, IATA Foundation Course and Sabre Reservation System (GDS).	180	3 years
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7.1.11 Professional School: Euro-Mediterranean Studies 2011

The main aim of the module Euro-Mediterranean Studies (EMS) is to provide participants with a broad understanding of the Euro-Mediterranean region from different perspectives (economical, social, political, cultural, environmental, etc). The module was delivered in two terms at EMUNI University's seat in Slovenia.

In 2012 the module will be implemented in 3 different languages: English, French and Spanish. The duration of the module will be 3 weeks for each language.

Course descriptions

- Euro-Mediterranean International Relations
- Geographical Perspectives and Tourist Regions
- Marine Environment of the Mediterranean Sea
- Sustainable Use and Conservation of the Mediterranean Flora
- External Cooperation and EUROMED

7.1.12 Summer Schools

EMUNI University organized the 4th EMUNI Summer Semester - Professional School 2011 with the aim of enhancing the cooperation among the Euro-Mediterranean universities, stimulating mobility and contributing to the understanding among people and cultures. The summer schools shown in chapter 5.1.1 were co-financed by EMUNI Foundation through EMUNI University. There were also other summer schools implemented that were co-organized with partner institutions, however, no financing was provided by EMUNI. They are as follows:

- Caesarea Coastal Archaeological Project (C-CAP) Underwater Geoarchaeology Summer Field School, 24 July - 12 August 2011 at the University of Haifa,
- **Political Science and Middle East Studies**, which took place at the Centre of Middle East and Religious Studies, Galilee International Management Institute, Israel from 4 July to 28 July 2011,
- **EMUNI professional school modules** at the 10th Fulbright International Summer Institute - 2011, Bansko, Bulgaria, 7 - 21 August 2011,
- **1st Middle East Friendship Camp, Thessaloniki, Greece**, organized by Aristotle University in Thessaloniki, Greece, 10 - 20 August 2011

7.1.13 Doctoral Research Seminars

Doctoral Research Seminars are a form of active discussion on selected topics related to the Union for the Mediterranean priority areas. During the seminars students have an opportunity to elaborate their doctoral thesis and write research papers. In addition, they can develop an interdisciplinary approach in an intercultural environment. The seminars were organised by EMUNI partner institutions in the framework of the Professional School 2011.

7.1.14 INPDAP

In 2011 EMUNI University obtained 79 scholarships for 11 Master Study Programmes from INPDAP (Istituto nazionale di previdenza per i dipendenti dell'amministrazione pubblica) DG Credito e Welfare, of the government of the Republic of Italy. The scholarships are available to Italian civil servants, sons, daughters and orphans of civil servants, and sons, daughters and orphans of retired civil servants INPDAP.

The budget for all the 79 scholarships is 446,800.00 EUR and the programmes will start in early 2012.

The students had the opportunity to apply to the following EMUNI Master Study programmes:

Study Programme	ECTS	Duration
Transportation and Highway Engineering	120	2 years
Master in Risk Science	120	2 years
Master in International Relations and Immigration Policies	60	1 year
Master in Bio Law: Law, Ethics and Science	60	1 year
Global Law Program	120	2 years
Multi-Disciplinary Master's program (M.A.) In Holocaust Studies	60	1 year
Maritime Civilizations in Light of Environmental Changes	120	2 years
Peace and Conflicts Management Studies	60	1 year
Master of Science in Business Counseling	120	2 years
Master in Giornalismo e Nuovi Media	120	2 years
Master of Science in Tourism Management	120	2 years

7.2 Research & development activity and dissemination

The main project approved belong to different international and Slovenian funding structures: The main projects that were approved belong to different international and Slovenian funding structures:

- Norway grants / EEA grants, Ministry for Higher Education and Research of Republic of Slovenia. The project was not implemented due to external factors (described in the report sent to the national agency CMEPIUS in February 2011)
- EC - ERASMUS Intensive Programmes. The project was implemented successfully with renewing the contract for the next year.
- EC - ERASMUS Mobility HEI project was signed in 2010 by the national agency CMEPIUS in 2010. In 2011 EMUNI implemented Erasmus Staff Mobility and Erasmus Teaching Mobility programmes and has received several Erasmus Placement students from Italy and Slovakia.
- ENPI Project with different subprojects is a two year pilot project signed between the European Commission and EMUNI University in 2009. In 2011 the project was extended for a further year, i.e. until 31 December 2012 due to some time constraints in the programme development. The activities of the project are in the ongoing phase and will finish at the end of 2012 (see item 7.2.1).

Apart from the above mentioned projects EMUNI University cooperated in several international programmes and event, applying and proposing project with particular partner universities. The following activities are mentioned below:

Erasmus Partnership agreements

The university has signed 41 preliminary Erasmus partnership agreements in 2011, which is 15 more than the previous year. Several Erasmus bilateral agreements were signed with the European Union countries and have enabled direct cooperation in the field of mobility for students, staff and professors.

EMUNI hosted one representative in September 2011 from the University of Foggia in the framework of the Erasmus Staff Mobility and one student from Lithuania for Erasmus Student Exchange programme.

Erasmus Mundus

In cooperation with the University of Fernando Pessoa, Portugal (coordinating institution), University of Sousse, Tunisia, Foggia University, Italy, Hacettepe University, Turkey and the associate partner Nazaré Municipality from Portugal, EMUNI University renewed the proposal for

the Erasmus Mundus Master Programme entitled Future Infrastructures and Landscape in EuroMed. The project was not accepted by the European Commission. However, EMUNI University acted as a partner in several Erasmus Mundus projects submitted and two project proposals out of seven were approved. EMUNI is supporting the Erasmus Mundus projects as a promoter by disseminating and publishing results.

7.2.1 EMUNI ENPI Project

ENPI Project for EMUNI is one of the most important projects for EMUNI. The project is financed through the European Commission. The project leader is Prof. Dr. Nehale Fariid Mostapha, an Egyptian expert working at the Beirut Arab University in Lebanon.

The main focus areas of the project are:

- development of new EMUNI postgraduate study programmes in the field of the Union for the Mediterranean, which are planned to be implemented in 2011/2012 and later;
- development and preparation of the policies for the EMUNI Observatory for the important areas of HE, such as master and doctoral study programmes, quality assurance and e-learning;
- Dissemination of project achievements through different education and research activities, mainly through EMUNI conferences, regional days and publications.

With the ENPI Project EMUNI University seeks to establish an excellent network of specialised study programmes among the Euro-Mediterranean universities. The study programmes intend to be internationally comparable from the duration, credit points, and content and acquired scientific and professional titles points of view. It is planned that they will cover themes and fields which are important for the Euro-Mediterranean space. The study programmes or parts of them will be set to be conducted in various universities, co-founders of the EMUNI University.

In 2011, EMUNI has strengthened its administrative structure to ensure efficient and effective management of the ENPI Project. With its new organization, EMUNI University has dealt successfully with some administrative delays. Both interim reports for year 2010 received an approval from European Commission (EC). Reports for 2011 are currently in the submission process.

Also, EMUNI master programmes and PhD programmes developed in the frame of the ENPI Project were approved as UfM official projects. With the UfM label, EMUNI also started to look for national and corporate financing to fulfil its academic and student obligations. In December 2011, EMUNI has signed an amendment to the ENPI Service Contract. The execution period was extended for a year, which means that the project will end in December 2012.

7.2.2 EMUNI Conferences and other events

EMUNI conferences offer a valuable platform for the participants to network, exchange their expertise and gain additional knowledge on the selected topics. They are also aimed at disseminating research results.

ReSouk 2011

The 3rd EMUNI Research Souk Conference was held on 21 March 2011. The main organiser of the conference was Beirut Arab University in Lebanon. This year's topic was "Innovation and Employability - the Universities Challenge".

Students and researchers from Europe and the South Mediterranean have gathered at the Beirut Arab University and other co-organising institutions across the Euro-Mediterranean area to exchange personal and professional experience as well as visions on what role the university can

play to deliver innovative programmes and the necessary skills to graduates seeking a placement in the job market.

For conference purposes, a special website was developed and deployed (ReSouk.emuni.si).

TETIS 2011

In 2011 EMUNI organized the TETIS conference (Towards Education and Technological Approaches to Implement Sustainability) in cooperation with the University of Lisbon.

The conference provided the participants with an opportunity to discuss present days issues related to sustainable development, such as:

- generation of knowledge capacity building within the academic curricula,
- implementation of scientific research programs focused on sustainable development,
- establishment of the sustainable development indicators,
- creation of better life indicators within universities.

For conference purposes, a special website was developed and deployed (tetis.emuni.si).

Other conferences

Apart from several international conferences that EMUNI has organized throughout the year, the university was invited to co-organize several events in cooperation with organizations, institutes and the national agency CMEPIUS. With a large network and good cooperation with partner countries EMUNI University is able to contribute with its network of experts which gives an added value to all kinds of events. Other conferences include:

- Specialists International Meeting regarding master programmes in the UfM and
- The Role of the Mediterranean Universities in Connection with Changes: Innovation and Cooperation.

Workshops

On 20 May 2011 EMUNI has participated in two workshops organized by Link Campus University in Rome. The workshop titles were "The role of Mediterranean Universities Changes: Innovation and Cooperation" and "Who's voice has not been heard yet? Universities for change". Prof. Joseph Mifsud highlighted the importance of meetings discussing different possibilities of cooperation between all the universities participating at the events.

EMUNI Regional Days

EMUNI Regional Days are a series of events, intended to introduce EMUNI to the EMUNI members, students and other interested participants in selected countries and regions. They involve lectures of EMUNI members and invited experts and a presentation of EMUNI through different publications and other activities.

In 2011 several EMUNI regional days were implemented at the following institutions: An-Najah University in the Palestinian Territories, Pan-European University in Bratislava, Slovakia, Sofia University in Sofia, Bulgaria, and Aristotle University in Thessaloniki, Greece. EMUNI Days contributed to the introduction of EMUNI to the EMUNI members, students and other interested participants in selected countries and regions. They involved lectures of EMUNI members and invited experts and presentations of EMUNI through different publications and other activities.

Thematic discussions – round tables

Round table thematic discussions are prepared at EMUNI University at various occasions to increase the participation of professors, invited experts and students in the activities of EMUNI and introduce them to specific Euro-Mediterranean issues.

In April 2011, a round table 'The New Euromed: The Future of the Euro-Mediterranean' was organized in Portorož within the framework of the Euro-Mediterranean Studies module.

In June, together with the Slovene Philanthropy and ZRC SAZU, the President's Office organized the round table entitled 'How to Develop Successful Cooperation of Local Authorities, Public Institutions and the Civil Society in the Area of Immigrant Integration in the Region of Primorska'.

Mediterranean Day

EMUNI University acted as co-organiser of the 3rd Mediterranean Day that took place on 22 March the National Assembly of the Republic of Slovenia. The ceremony was coordinated by Mr Miro Petek, Head of the National Assembly delegation to the Parliamentary Assembly of the Mediterranean, who emphasised the invaluable contribution which EMUNI University has for the positive developments in the Mediterranean. The event marked the opening of the exhibition about the EMUNI University which was opened to the visitors to the National Assembly until 25 March.

7.3 International activity and PR activities

Public relations (PR) are an important factor of international recognisability. EMUNI University communicates by regularly providing information about the events and through the inclusion of public in the activities of EMUNI University (round tables, EMUNI talks, press conferences, etc.). The public relations are especially intensive at the time of execution of EMUNI projects, at the time of the meetings of the bodies of EMUNI University, at EMUNI anniversary and at the beginning of the academic year.

Cooperation with international organisations in the region - EMUNI co-operates with many international institutions and networks and is active in political bodies of the Euro-Mediterranean area in order to be present and recognised also outside the academic sphere and improve the international dimension and cooperation.

Agreements and memorandums were signed with many international institutions, which are committed to similar missions as EMUNI:

- The Institute for Diplomatic Studies (IDS),
- United Nation Alliance of Civilizations,
- The Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures,
- Euro-Mediterranean Parliamentary Assembly (EMPA) and Parliamentary Assembly of the Mediterranean (PAM),
- EMPA - Working Group for EMUNI,
- 14th CEI Dubrovnik Diplomatic Forum.

United Nation Alliance of Civilizations

EMUNI and the United Nations Alliance of Civilizations signed a cooperation agreement on 19 December 2008, sharing efforts aimed at strengthening intercultural dialogue, particularly in the fields of education and research. EMUNI is also a member of the AoC Research Network, launched at the AoC Forum in April 2009. Alliance of Civilizations acted as a co-organizer of the conferences EMUNI Research Souk 2009 and 2010. Moreover, in the summer 2010 EMUNI and AoC joined forces by the organisation of one of the summer schools in Portugal.

The Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures

The Agreement on Cooperation with EMUNI was signed in Istanbul on 6 April 2009 with an aim to work together to develop innovative approaches to promote intercultural dialogue through the research and scientific cooperation activities. ALF worked closely with EMUNI on the organisation of the conferences EMUNI Research Souk 2009 and especially in 2010. EMUNI was also present at the Anna Lindh Forum 2010 in Barcelona from 4 to 7 March 2010.

EMUNI is involved in parliamentary bodies of the Euro-Mediterranean, such as the **Euro-Mediterranean Parliamentary Assembly (EMPA)** and **Parliamentary Assembly of the Mediterranean (PAM)**.

PAM - Conference on Higher Education and the Role of Universities in Supporting PAM Strategies throughout the Mediterranean EMUNI University, Parliamentary Assembly of the Mediterranean - PAM and the National Assembly of the Republic of Slovenia prepared a conference with a topic "Higher Education, Research, Science and Technology - 2030 in the Union For The Mediterranean: Conference on Higher Education and the Role of Universities in Supporting PAM Strategies throughout the Mediterranean", taking place in Portorož, Slovenia on 16 April 2010.

At the conference approximately 60 members of the 3rd PAM standing committee and experts from the field of higher education from the whole Mediterranean discussed challenges and opportunities of Higher Education and Science in the frame of the Union for the Mediterranean and tried to identify possibilities of incorporation and efficient collaboration of higher education institutions with the Parliamentary Assembly of the Mediterranean.

EMPA - Working Group for EMUNI

EMPA - Working Group EMUNI is by the decision of the EMPA Bureau of 20 November (Cairo). It consists of:

- 4 members from the European Parliament (already nominated: Ms. Rodi Kratsa-Tsagaropoulou, Ms. Carmen Romero Lopez, Mr. Ivo Vajgl; 1 more is in the process of nomination);
- 6 members from the European National Parliaments (Mr. Eduardo Cabrita (Portugal), Mr. Gennaro Malgieri (Italy), Mr. Franco Juri (Slovenia), Mr. Xavier Bettel (Luxembourg), Mr. Eero Akaan-Penttila (Finland), Mr. Jordi Xucla Costa (Spain);
- 10 members from the Mediterranean Partners (Mr. Mohammad Zreikat (Jordan), Mr. Mohammad Abul-Enein (Egypt), Mr. Hamid Narjisse (Morocco), Ms. Zeynep Dagy (Turkey), Dr. Walid Khoury (Lebanon), Mr. Joseph Maalouf (Lebanon), Mr. Abdelaziz Chebil (Tunisia), Dr. Bernard Sabel (Palestinian Leg. Council), 2 more are in the process of nomination.

On 24 February the Working Group for EMUNI held a session in Brussels. The members elected the Vice-Chair of the Working Group, exchanged views on the scope and priorities of EMUNI as well as on recent developments, and on the support granted to EMUNI by the European Commission. They also discussed the objectives and work programme for 2010.

EMPA-Working Group EMUNI is chaired by Ms Rodi Kratsa - Tsagaropoulou, Vice-President of the European Parliament. Ms Kratsa contributes in a great extent to the visibility and development of EMUNI, being an initiator of numerous activities and co-operation, doing so also through meetings on the highest levels in different Mediterranean countries.

14th CEI Dubrovnik Diplomatic Forum

The department worked along with the Croatian Ministry of Foreign Affairs to organise the 14th CEI DUBROVNIK DIPLOMATIC FORUM under the theme - 'EU and Its Neighbours: Prospects and Challenges' the successful event focused on relations with the Mediterranean, Russia and Eastern Partnership, including different aspects of regional and inter-regional co-operation, as well as to pinpoint possible contributions in the fields of diplomacy and diplomatic training. The theme is also topical to the EU priorities and challenges, so it will address the topics such as: Regional and inter-regional aspects of deepening and widening the EU policies; Six axes of priority co-operation within the Union for Mediterranean; Russia, EU and its neighbourhood; Three or four freedoms for EU Eastern Partners?

The forum of this year was marked by the attendance of a high Egyptian delegation headed by H.E Ambassador Osama Tawfeek Badr, Director of the Diplomatic Academy of Egypt along with 6 diplomats thanks to the efforts of the department.

Other members of EMUNI, notably, the London diplomatic Academy of the University of East Anglia was given the opportunity to participate both at the students and professors levels.

7.4 ICT, technical support and information-communication affairs

The main tasks and goals of the IT department are determined by direct requirements of EMUNI University - to ensure operational state and high efficiency of computer-supported systems.

Support services are provided in different fields:

- maintenance and support of the computers and peripherals,
- communication technical services - maintaining the informational infrastructure,
- software solutions,
- office and enterprise systems,
- information security,
- graphical design.

Use of social media

In 2010 EMUNI entered the field of social networking by posting information on Facebook and Twitter, which is still being carried out on daily basis.

Facebook

EMUNI Facebook page acts as an addition to the existing EMUNI website. Most of the information that is available on EMUNI website is also available on the Facebook site. By doing so, the information is delivered to the members of the EMUNI Facebook site as soon as they are posted. Updates are being sent mainly through links or news feeds.

The EMUNI Facebook page is available at: www.facebook.com/emuni.university

Twitter

Twitter page acts also as an addition to the existing EMUNI website. We use twitter to send updates to our followers through posted links.

EMUNI Twitter page is available at: twitter.com/#!/emuni

Redesigned newsletter

Monthly EMUNI e-News, issued around the 15th day in the month and distributed to approximately 8000 recipients from the Euro-Mediterranean region. It includes brief summary of EMUNI and EMUNI partner's news and activities in the past month, together with the announcements of upcoming events and activities of EMUNI and EMUNI partner's.

In 2011 EMUNI Newsletter got a partial makeover. Previously, the newsletter was being issued in PDF format. This year we decided to convert and redesign it into HTML format. We made this change to make it more compatible with different platforms and software (computer, mobile etc.) that our subscribers use.

Google Apps for Education

As part of reducing IT costs and insuring better security and stability of the IT system, EMUNI University transferred some of the IT services to Google Apps cloud platform.

In 2010, EMUNI University started looking into systems that would offer staff a better and easier experience in using IT tools. Currently Google Apps are being used by staff only, but it has the option and potential to spread it into use with students, teachers and online classes.

Development of new website

EMUNI University is growing rapidly and with it its activities and services. Current EMUNI website was developed in the beginning of 2008 and had more of EMUNI to user informational purpose. Since web is changing rapidly and the role of user is not just reading information anymore, we believe that a new website with better information sharing, interoperability, user-centered design and collaboration of users is crucial for EMUNI. The development of the new website was not implemented in 2011 due to insufficient funding, however the University is planning to go implement this in 2012 thanks to the direct funding channel from the EU.

Development of Student Information Database System

The plan was to develop and deploy student information database system in 2011/2012 in order to support EMUNI's activities in running the study programmes. The system would be used to collect and manage student and staff information, analyze data, produce reports, generate correspondence and labels etc. The development of the Student Information Database System was not implemented in 2011 due to insufficient funding, however the University is planning to go implement this in 2012 thanks to the direct funding channel from the EU.

7.5 Research Publications

The IJEMS journal and conference proceedings represent an interdisciplinary contribution to the examination of topics which are relevant for the Euro-Mediterranean region.

International Journal of Euro-Mediterranean Studies

In 2009 a new Editorial Board was nominated. In 2010 EMUNI University published two regular issues of regular and two thematic issues: Volume 3 Number 2 and 3.

In 2011 two issues of the International Journal of Euro-Mediterranean Studies were published: a thematic issue on political stability and transportation within the Euro-Mediterranean countries and a special issue on Arab literature.

The thematic issue, entitled "Political Stability and Transportation within Euro-Mediterranean Countries," was co-edited by Vittorio Torbianelli (University of Trieste, Italy) and Metin Canci (Okan University, Turkey). It contains six papers written by authors coming from Turkey, Greece, Spain, United Kingdom, and Italy.

The special issue, entitled "Challenging the Odds," comprises a selection of works by 27 women authors coming from the eight Arab countries of the southern and eastern Mediterranean: Algeria, Morocco, Tunisia, Libya, Egypt, Palestine, Lebanon and Syria. The authors write freely, going where their subjects take them, and thereby contributing greatly to the questioning of backward attitudes, of repressive social norms and stereotypes, bringing a freshness, humour, honesty and openness to the ongoing discussion and dialogue about eternal human predicaments and individual freedoms. This issue was co-edited by Margaret Obank and Samuel Shimon.

In total, 33 new papers were submitted for the IJEMS in 2011. Six papers were published (not counting the 27 papers, published in the special issue), three papers were accepted for publication and are waiting to be published, and three papers were accepted with annotations and returned to respective authors to be revised. Seven papers were rejected, while the other papers are currently under review.

The journal is listed in:

- LivRe! (<http://livre.cnen.gov.br>)
- Elektronische Zeitschriftenbibliothek (<http://rzblx1.uni-regensburg.de/ezeit>)
- Intute (<http://www.intute.ac.uk>)
- Cabell's Directory of Publishing Opportunities

Recently, the IJEMS was included in the prestigious international academic journal database Directory of Open Access Journals, maintained by the University of Lund in Sweden with the support of the European Union. In 2011, IJEMS was included also in the International Bibliography of the Social Sciences.

Conference proceeding

EMUNI published the Proceedings of 3rd EMUNI Research Souk Conference in 2011.

Promotional publications in 2011 include

- Annual report for 2011 (2010/11)
- EMUNI magazine, which was planned to be issued for the first time in 2011 was not issue due to insufficient funding and the project was postponed until 2012EMUNI e-news
- Around 10 different flyers.

8 ACCOUNTING INFORMATION FOR EMUNI UNIVERSITY FOR 2011

8.1 Main accounting principles

The Financial Report of the EMUNI University for 2011 has been drawn up in line with the Accounting Act (Official Gazette of the RS No. 23/99 30/02-ZJF-C and 114/06-ZUE) and the Slovenian Accounting Standard 36 - Accounting Solutions in Not-for-Profit Organisations - Private-Law Legal Entities (Official Gazette of the RS No. 118/05) and the Account Scheme for Not-for-Profit Organisations (Official Gazette of the RS No. 9/06).

When drawing up accounting statements the EMUNI University follows the following general principles of evaluation:

- Principle of continuity;
- Principle of consistency and
- Principle of timeliness.

The accounting statements and notes reflect the true and fair situation of operations.

8.2 Balance Sheet - general rules

The Balance Sheet is drawn up for a financial year, which is equal to the calendar year. The Balance Sheet as of 31st December 2011 shall also contain a column with data from the Balance Sheet as of 31st December 2010.

When providing explanations on the balance sheet items EMUNI University takes into account the rules on the content, layout and format of the financial statements.

Assets and liabilities are broken down per type and maturity.

Intangible and tangible fixed assets

The types of intangible fixed assets are defined in line with SAS 2, while the types of tangible fixed assets pursuant to SAS 1. They are measured in line with the SAS an initially recognised at their procurement cost. The procurement cost is composed of the purchasing price, the import and non-reimbursable duties and the costs of set-up for destined use. Any commercial or other discounts are subtracted from the purchasing price.

The residual value of intangible long-term assets and tangible fixed assets pursuant to SAS 1.17 and SAS 2.20 is disclosed in the Balance Sheet as the difference between the procurement value and the accrued correction of the value. The procurement value and the accrued corrections of value for tangible fixed assets and intangible long-term assets are disclosed separately in the accounting statements.

The depreciation of tangible fixed assets and intangible long-term assets is calculated individually on a regular basis by using the proportional method, consistently applied in each accounting period. The annual depreciation rates are set freely by the University. The net carrying amount of an item of tangible fixed assets is the difference between the cost of the item and its accumulated depreciation.

Tangible fixed assets, whose individual procurement value, as per the supplier's invoice, does not exceed EUR 500, are disclosed among small tools.

Individual items in the small-tools category, whose procurement value does not exceed EUR 500, are categorised as materials.

8.2.1 Balance Sheet

Item	ADP code	Amount	
		Current year	Previous year
2	3	4	5
ASSETS (002+021+037)	001	48,052	120,714
A. LONG-TERM ASSETS (003+006+013+014+018)	002	0	0
I. Intangible assets and long-term accruals and prepaid expenditure (004+005)	003	0	0
1. Intangible assets and long-term accrual and prepaid expenditure	004	0	0
2. Advance payments for intangible assets	005	0	0
II. Tangible (fixed) assets (007 do 012)	006	0	0
1. Land	007	0	0
2. Building	008	0	0
3. Equipment	009	0	0
4. Other tangible assets	010	0	0
5. Tangible assets in production	011	0	0
6. Advance payments for tangible assets	012	0	0
III. Investment properties	013	0	0
IV. Long-term financial investments (015 do 017)	014	0	0
1. Long-term capital investments	015	0	0
2. Long-term loans given	016	0	0
3. Long-term deposits	017	0	0
V. Long-term receivables (019+020)	018	0	0
1. Long-term accounts receivable	019	0	0
2. Others long-term receivable	020	0	0
B. CURRENT ASSETS (022+023+029+032+036)	021	47,780	120,287
I. Current assets for trade	022	0	0
II. Stock (024 do 028)	023	0	0
1. Material	024	0	0
2. Products	025	0	0
3. Non finished products and services	026	0	0
4. Merchandise	027	0	0
5. Advance payments for stock	028	0	0
III. Short-term receivables (030+031)	029	45,843	17,728
1. Short-term operating receivables to customers	030	1,580	3,905
2. Others short-term operating receivables	031	44,263	13,823
IV. Short-term financial investments (033 do 035)	032	0	0
1. Short-term capital investments	033	0	0
2. Short-term loans given	034	0	0
3. Short-term deposits	035	0	0
V. Cash and cash equivalents	036	1,937	102,559
C. SHORT-TERM ACCRUALS AND PREPAID EXPENDITURES	037	272	427
Off-balance assets	038	0	0
LIABILITIES (040+043+047+050+055+060)	039	48,052	120,714
A. START-UP CAPITAL (041+042)	040	0	0
1. Start-up capital	041	0	0
2. Surplus from evaluation adjustment	042	0	0
B. SURPLUS REVENUES OR EXPENDITURES (044-045+046)	043	-53,740	2,583
1. Surplus revenues	044	0	2,583
2. Surplus expenditures	045	53,740	0
3. Surplus from evaluation adjustments	046	0	0
C. RESERVATIONS, LONG-TERM ACCRUALS AND INCOME	047	0	0

COLLECTED IN ADVANCE (048+049)			
1. Provisions	048	0	0
2. Long-term accruals and income collected in advance	049	0	0
C. OPERATING LIABILITIES (051 DO 054)	050	101,792	43,631
1. Long-term operating liabilities	051	0	0
2. Short-term liabilities to suppliers	052	65,484	21,645
3. Short-term liabilities to employees	053	30,743	12,204
4. Others short-term operating liabilities	054	5,565	9,782
D. FINANCIAL LIABILITIES (056 DO 059)	055	0	0
1. Long-term borrowings from financial organisations	056	0	0
2. Long-term borrowings from other entities	057	0	0
3. Short-term borrowings from financial organisations	058	0	0
4. Short-term borrowings from other entities	059	0	0
E. SHORT-TERM ACCRUAL AND INCOME COLLECTED IN ADVANCE	060	0	74,500
Off-balance liabilities	061	0	0

8.2.2 Notes on the balance sheet

Intangible fixed assets

In 2011, EMUNI University had no intangible long-term assets.

Tangible fixed assets

The EMUNI University had no tangible fixed assets in 2011.

Long-term investments

In 2011, EMUNI University had no long-term investments.

Long-term operating receivables

The EMUNI University had no long-term operating receivables in 2011.

Inventories

There were no inventories in 2011 at EMUNI University.

Short-term operating receivables

As of 31st December 2011, the University had EUR 45,843 EUR worth of short-term operating receivables in the form of a deposit for a corporate credit card:

- no short-term receivables to the customers in Slovenia,
- short-term receivables to the customers abroad in the amount of 1,580.49 EUR,
- short-term receivables from the pre-granted advances in the amount of 2,417.26 EUR,
- short-term receivables to the Ministry of Higher Education, Science and Technology (MHEST) from funding under the contract No. 3211-12-000095 for the month of December in the value of 29,737.96 EUR,
- long-term receivables to the physical persons in total of 12,105.25 EUR.

Cash at hand

EMUNI University does not operate with cash, i.e. it does not cover costs of material by cash.

Cash at bank

The amount of cash in the current account, held at Nova KBM, amounted to 1,937.35 EUR on 31st December 2011.

Deferred costs and accrued revenues

As of 31st December 2011 the phone call costs are the deferred cost in the amount of 271.60 EUR.

Short-term liabilities to employees

EMUNI University, founded on 13 February 2009, did not have employees in the year of 2009. The average number of employees on the basis of the working hours in the year 2010 was only 2 and 11.17 in the year 2011. On 31st December 2011 EMUNI University was obliged to the employees for the payment for the December salary in the amount of 30,742.86 EUR.

Short-term liabilities to suppliers

EMUNI University's short-term liabilities to suppliers consist of liabilities:

- to domestic suppliers in the amount of 52,494.43 EUR and
- to foreign suppliers in the amount of 12,990.00 EUR.

Other short-term operating liabilities

The other short-term operating liabilities in the total amount of 5.564,62 EUR on 31st December 2011 include:

- liabilities from contractual contracts in the amount of 2,221.06 EUR; and
- liabilities to the country of the contractual contracts in the amount of 3,343.56 EUR.

Long-term operating liabilities

EMUNI University did not have long-term operating liabilities in 2011.

Short-term and long-term financial liabilities

The EMUNI University did not have short- or long-term financial liabilities in 2011.

Short term accruals and deferred income

In 2009 EMUNI University received grants as per contracts and agreements in the amount of 51,189.49 EUR that were included in the 2010 revenues. Considering that the final reports were prepared in 2011, in 2011 EMUNI had to return some of the funds received, at the value of 2,592.00 EUR. There is a possibility that additional funds received may be returned in 2012. In 2010 and 2011 many planned activities were being implemented based on the ENPI/2009/226-479 contract, which have been partly financed by the European Union in 2010 in the amount of 149,000.00 EUR. One half of this amount (i.e. 74,500.00 EUR) has been included in the 2010 revenues, whereas on 31st December 2010 the University created short term accruals and deferred income amounting to 74,500.00 EUR. Due to the positively audited interim report submitted by the ENPI project team leader in 2011, the second half of the received funds was transferred from the short-term accruals and deferred income to revenues, i.e. 74,500.00 EUR. Therefore, on 31st December 2011 the University had no assets on the short-term accruals and deferred income recorded.

Deficit of revenues over expenditures

In 2011, the EMUNI University generated 56,324.68 EUR EUR in deficit of revenues over expenditures. After settling the surplus of revenues at 2,582.68 from 2010, the final deficit of revenues over expenditures amounts to 53,742.00 EUR.

8.3 Statement of revenues and expenditures - general rules

In determining the revenues and the expenditures of the accounting period, EMUNI University applied the accrual principle of accounting in line with the Slovenian Accounting Principles. Total revenues index 2011 on 2010 is 149, while total expenditure index amounts to 170. This was influenced by a substantial increase of staff numbers. The average staff number based on working hours in the accounting period increased from 2 to 11.17. Costs for goods, material and services lagged growth compared to revenues, as the growth index amounted to 143 on the previous year. Labour costs represent 44% of the expenditure structure, their 2011/2010 index amounts to 233.

8.3.1 Statements of revenues and expenditures

Item	ADP code	Amount	
		Current year	Previous year
2	3	4	5
OPERATING REVENUES (081+086)	080	517,302	348,518
A. OPERATING REVENUES OF PUBLIC SERVICES ENTITIES (082 do 084-085)	081	517,302	348,518
1. Public finance revenues	082	515,220	336,037
2. Other operating revenues from public entities	083	2,082	12,481
3. Increase of stock of products and non finished production	084	0	0
4. Decrease of stock of products and non finished production	085	0	0
B. OPERATING REVENUES OF ENTITY MAIN ACTIVITY (087+088-089)	086	0	0
1. Operating revenues from main activities	087	0	0
2. Increase of stock of products and non finished production	088	0	0
3. Decrease of stock of products and non finished production	089	0	0
C. FINANCIAL REVENUES	090	46	289
C. OTHERS REVENUES	091	3,012	0
D. TOTAL REVENUES (080+090+091)	092	520,360	348,807
E. COSTS FOR GOODS, MATERIAL AND SERVICES (094 do 096)	093	320,655	223,915
1. Purchasing value of goods sold	094	0	0
2. Material costs	095	17,708	2,024
3. Service costs	096	302,947	221,891
F. LABOUR COSTS (098 do 100)	097	255,748	109,821
1. Costs of labour and other reimbursement to employee	098	186,559	90,950
2. Social contributions for employees	099	63,238	9,461
3. Other labour costs	100	5,951	9,410
G. AMORTISATION/DEPRECIATION COSTS (102+103)	101	0	0
1. Amortisation/depreciation and other long-term deferred revenues	102	0	0
2. Others depreciation costs	103	0	0
H. PROVISIONS	104	0	0
I. OTHER COSTS (106+107)	105	47	17
1. Revalued expenditures	106	47	17
2. Others costs	107	0	0
J. FINANCIAL EXPENDITURES	108	118	171
K. OTHER EXPENDITURES (106+107)	109	117	4,614
L. TOTAL EXPENDITURES (093+097+101+104+105+108+109)	110	576,685	338,538
M. REVENUE SURPLUS (092-110)	111	0	10,269
M. EXPENDITURE SURPLUS (110-092)	112	56,325	0
N. TAX ON INCOME ON GAINFUL ACTIVITY	113	0	0

O. NET SURPLUS OF REVENUES IN ACCOUNTING PERIOD (111-113)	114	0	10,269
P. SURPLUS OF EXPENDITURES IN ACCOUNTING PERIOD (112+113)	115	56,325	0
R. REVENUES SURPLUS FROM PREVIOUS YEARS, INTENDED TO COVER EXPENDITURE SURPLUS OR CERTAIN COSTS IN ACCOUNTING PERIOD	116	0	0
S. AVERAGE NUMBER OF EMPLOYEES BASED ON WORKING HOURS IN ACCOUNTING PERIOD (two decimals)*	117	11.17	2.00
Š. TOTAL NUMBER OF OPERATING MONTHS	118	12	12

8.3.2 Notes to the statement of revenues and expenditures

REVENUES

Operating revenues from the performance of activities of non-commercial public companies

In 2011, EMUNI University has received in total 517,302 EUR from the activities of non-commercial public companies, from the following sources:

- funds from the budget of RS (MHEST) in the amount of **329,737.96 EUR** or **64%** of total revenues;
- part of funds from EC-ENPI project in the amount of **100,747.62 EUR** or **19%** of total revenues. The amount above consists of two payment types:
 - 74,500 EUR is part of the pre-financing received in early 2010 at the total value of 149,500 EUR, which has been spread over the course of two years; 74,500 EUR was included in the short-term accrual and deferred income on 31st December 2010 and transferred to revenues in 2011;
 - 26,247.62 EUR was received in 2011 as a cost recovery for expenses occurred as part of the ENPI project.
- grants under the agreements / contracts in the amount of **84,734.98 EUR** or **16%** of total revenues, as follows:
 - 29,496.73 EUR from EMUNI Foundation as part of contracts for study programmes implementation and 27,000.00 EUR for salary payments in 2011. In addition, in 2011 EMUNI Foundation directly funded Link Campus for the EML programmes in the amount of 56,000.00 EUR on behalf of EMUNI University (20,000 EUR had to be returned from Uni Nettuno for EML programmes).
 - 28,238.25 EUR from CMEPIUS (National Agency) for the IP programme implementation.
- from the sale of services and reimbursement of costs in the amount of **2,081.88 EUR** or **0,40%** of total revenue, which is irrelevant in the structure of the 2011 revenues.

Revenues from financial activities

EMUNI University had 46.11 EUR of revenues from financial activities in 2011.

Other revenues

Other revenues amounted to 3,012 EUR in 2011.

EXPENDITURES

Costs of material

The EMUNI University had a total of 17,708.40 EUR of costs of material or 3% of all costs, in particular for utility and maintenance (electricity, water, heating and waste disposal) and an irrelevant share of office stationery and specialised literature.

Costs of services

In 2011 the University had 302,947.31 EUR of costs for the services or 53% of total costs as follows:

- services on the official trips (hotel services, transport services, parking, per diem) in the amount of 140,770.30 EUR or 46%
- cost of telephone and postal services in the amount of 34,551.79 or 11%
- cost of professional fees in the amount of 15,921.98 EUR or 5%,
- cost of printing services in the amount of 13,530.42 or 4%
- cost of advertising and entertainment in the amount of 13,290.64 EUR or 4%
- cost of editing, translation of 12,543.60 or 4%
- cost of accounting services in the amount of 8,640.00 or 3%
- cost of conferences in the amount of 6,234.01 or 2%
- cost of intellectual services (IT, auditing services) in the amount of 5,760.00 or 2%
- rental costs of 1,792.00 or less than 1%
- 16% of the cost of services represent the cost of other services such as training costs, meals and transportation to the work of employees, insurance premiums, costs of payment transactions and other costs.

Labour costs

Labour costs accounted to 255,747.90 EUR and represent 44% of total costs. They consist of:

- salaries and other reimbursement in the amount of 186,559.30 EUR,
- social security contributions in the amount of 63,238.30 EUR,
- other costs of work in the amount of 5,951.20 EUR.

Other costs

EMUNI University in 2011 recorded the revaluation expenses of 46.67 EUR.

Financial costs

EMUNI University had financial expenses in the amount of 118.20 EUR due to the default interests and differences in negative exchange rates in reference to foreign suppliers.

Other expenses

Other expenses are expenses from the financial penalties and compensation in the amount of 116.80 EUR.

Deficit of revenues over expenditures

As seen in the Statement of revenues and expenditures the deficit of revenues over expenses achieved with the operations of EMUNI University in the year 2011 amounted to 56,324.68 EUR. After the surplus of expenses from 2010 is covered, the final deficit of revenues over expenditures on 31st December 2011 amounts to 53,742.00 EUR.

Portorož, 20th February 2012

Accounting report prepared by:

Lilijana Jurcan
Konto Obala d.o.o.

EMUNI University

Prof. Dr. Joseph Mifsud
President

9 APPENDICES

Appendix 1: Members of EMUNI University General Assembly 2011

1. Academic Unit for Scientific Researches - Tishreen University, Syria
2. Academy of Scientific Research and Technology, ASRT, Egypt
3. ACAM- Association pour la culture et les arts méditerranéens, Tunisia
4. Adam Mickiewicz University, Poland
5. Agir ensemble (acting together), Morocco
6. Al Akhawayn University in Ifrane, Morocco
7. Al al-Bayt University, Jordan
8. Al-Azhar University, Palestinian Authority
9. Al-Balqa Applied University, Jordan
10. Albanian Diplomatic Academy, Albania
11. Alexandria University, Egypt
12. Al-Manar University, Lebanon
13. Al-Quds University, Palestinian Authority
14. Andrásy Gyula German Speaking University, Hungary
15. An-Najah National University, Palestinian Authority
16. Aristotle University of Thessaloniki, Greece
17. Beirut Arab University, Lebanon
18. Ben Gurion University of the Negev, Israel
19. Birzeit University, Palestinian Authority
20. CEEUN - Transition Studies World Research Network, Italy
21. Centro Altiero Spinelli University "Roma Tre", Italy
22. CESMO - Center for Middle-Eastern Strategic Studies, Lebanon
23. CMU - Community of Mediterranean Universities, Italy
24. College of Enterprise and Administration, Poland
25. College of Nursing Jesenice, Slovenia
26. Compostela Group of Universities, Spain
27. Corvinus University of Budapest, Hungary
28. ÇUKurova University, Turkey
29. Cyprus University of Technology, Cyprus
30. Democritus University of Thrace, Greece
31. Dimitrie Cantemir Christian University, Romania
32. Diplomatic School of the Ministry of Foreign Affairs of the Republic of Armenia, Armenia
33. Dubrovnik International University, Croatia
34. Ege University, Turkey
35. ENSA - Ecole Nationale Supérieure d'Architecture (Ex.EPAU), Algeria
36. Eötvös Loránd University, Hungary
37. Erasmus Hogeschool Brussel, Belgium
38. ESU - European Students' Union, Belgium
39. EURASHE - European Association of Institutions in Higher Education, Belgium
40. Euro-Arabic Educational Network Zenith, France
41. European Forest Institute, Finland
42. European Forum at the Hebrew University of Jerusalem, Israel
43. European Institute of the Mediterranean, Spain
44. European University Cyprus, Cyprus
45. Faculty of Economics and Engineering Management (University Business Academy), Serbia
46. First Private University FON, Macedonia
47. Galilee College, Israel
48. Geneva School of Diplomacy and International Relations, Switzerland
49. "Gheorghe Asachi" Technical University of Iasi, Romania
50. Goethe University Frankfurt, Germany
51. GSG - The Graduate School of Government and European Studies, Slovenia
52. Hacettepe University, Turkey
53. Hanze University Groningen, University of applied Sciences, Netherlands

54. Hashemite University, Jordan
55. Heliopolis University, Egypt
56. Ibn Zohr University, Morocco
57. IEP - Institut d'études politiques de Lille, France
58. IMRI - Moroccan Institute for International Relations, Morocco
59. Institut d'études politiques d'Aix-en-Provence, France
60. Institute of International Law and International Relations at the Faculty of Law "Iustinianus Primus" - Skopje, Macedonia
61. Institute of Strategic Studies and International Affairs (IEEI), Portugal
62. Institute of the Middle East and Far East Studies, Poland
63. Inter University Centre Dubrovnik, Croatia
64. Interdepartmental Centre on Human Rights and the Rights of Peoples (University of Padua), Italy
65. International School for Social and Business Studies, Slovenia
66. International Telematic University UNINETTUNO, Italy
67. ISCTE - Lisbon University Institute, Portugal
68. Islamic University of Gaza, Palestinian Authority
69. ISM - International School of Management, Germany
70. ISSEA - Politecnico di studi aziendali, Università privata a distanza, Switzerland
71. Istanbul Technical University, Turkey
72. IULM - Libera Università di lingue e comunicazione, Italy
73. John Cabot University, Italy
74. Jordan University of Science and Technology - JUST, Jordan
75. Kadir Has University, Turkey
76. Klaipėda University, Lithuania
77. Kore University of Enna, Italy
78. Lebanese International University, Lebanon
79. Lille 2 University of Health and Law, France
80. Link Campus University, Italy
81. Manouba University, Tunisia
82. Maria Skłodowska-Curie University, Poland
83. Masaryk University, Czech Republic
84. Medical University - Sofia, Bulgaria
85. Mediterranean University of Albania, Albania
86. MED-NET (The Mediterranean Network of Student Representatives), Malta
87. Middle East Technical University, Turkey
88. Modern University for Business & Science (M.U.B.S.), Lebanon
89. Montenegro Diplomatic Academy, Montenegro
90. MOPS - Mediterranean Organization for Promotion and Science, Norway
91. Moulay Ismail University in Mekness, Morocco
92. MRP- Mediterranean Renaissance Program (IGU- International Geographical Union), Italy
93. Mykolas Romeris University, Lithuania
94. North-South Centre of the Council of Europe, Portugal
95. Notre Dame University - Louaize, Lebanon
96. Nyenrode Business Universiteit, Netherlands
97. Odysseus Academic Network, Belgium
98. Open University of Catalonia, Spain
99. Ovidius University of Constanta, Romania
100. Palacký University in Olomouc, Czech Republic
101. Panteion University of Social and Political Sciences, Greece
102. Peace Institute, Slovenia
103. PEACE Programme (Programme for Palestinian European Academic Cooperation in Education), France
104. Petre Andrei University of Iași, Romania
105. Pharos University in Alexandria, Egypt
106. Philadelphia University, Jordan
107. Polytechnic University of Valencia (UPV), Spain
108. Princess Sumaya University for Technology, Jordan
109. RMEI (Réseau Méditerranéen des Ecoles d'Ingénieurs), France

110. Roma Tre University, Italy
111. Rovira i Virgili University, Spain
112. Ruppin Academic Center, Israel
113. Saint Joseph University, Lebanon
114. SCE, Shamoon College of Engineering, Israel
115. School of Advanced Studies in Nova Gorica, Slovenia
116. Scientific Research Centre - SASA, Slovenia
117. SEDEIC Consortium, Malta
118. Senghor Univeristy, Egypt
119. SISSA - International School for Advanced Studies, Italy
120. Sofia University St. Kliment Ohridski, Bulgaria
121. State University of Novi Pazar, Serbia
122. Tampere University of Applied Sciences, Finland
123. The Institute for Diplomatic Studies, Egypt
124. UHI Millennium Institute, UK
125. ULB- Université Libre De Bruxelles, Belgium
126. UNIMED - Mediterranean Universities Union, Italy
127. Univeristy Institute of European Studies, Spain
128. Universidad de Granada, Spain
129. Universitat Autònoma de Barcelona, Spain
130. Université d'Avignon et des Pays de Vaucluse, France
131. Université de la Méditerranée-Aix Marseille-II, France
132. Université de Nice Sophia Antipolis, France
133. Université de Perpignan Via Domitia (UPVD), France
134. Université de Poitiers, France
135. Université Montpellier I, France
136. Université Paris 8 Vincennés-Saint-Denis, France
137. Université Paris-Est, France
138. Université Paul Cézanne - Aix - Marseille 3, France
139. University Cadi Ayyad, Morocco
140. University Center for Euro-Mediterranean Studies (Center EMUNI), Slovenia
141. University degli Studi di Sassari, Italy
142. University Fernando Pessoa, Portugal
143. University for foreigners of Perugia, Italy
144. University Jean Monnet, Saint-Etienne, France
145. University Mediterranean Podgorica, Montenegro
146. University of Abdelmalek Essaâdi, Morocco
147. University of Agricultural Sciences and Veterinary Medicine, Romania
148. University of Aleppo, Syria
149. University of Aveiro, Portugal
150. University of Cadiz, Spain
151. University of Calabria, Italy
152. University of Catania, Italy
153. University of Coimbra, Portugal
154. University of Cyprus, Cyprus
155. University of East Anglia, United Kingdom
156. University of Foggia, Italy
157. University of Gabes, Tunisia
158. University of Genoa, Italy
159. University of Girona, Spain
160. University of Graz, Austria
161. University of Haifa, Israel
162. University of Kavala, Institute of Technology, Greece
163. University of Lisbon, Portugal
164. University of Ljubljana, Slovenia
165. University of Macerata, Italy
166. University of Maribor, Slovenia
167. University of Massachusetts Lowell, USA

168. University of Mohammed V - Agdal - Rabat, Morocco
169. University of Montenegro, Montenegro
170. University of Murcia, Spain
171. University of Naples "L'Orientale", Italy
172. University of Nicosia, Cyprus
173. University of Nova Gorica, Slovenia
174. University of Palermo, Italy
175. University of Palestine, Palestine
176. University of Pannonia, Hungary
177. University of Pavia, Italy
178. University of Pécs, Hungary
179. University of Perugia, Italy
180. University of Piraeus, Greece
181. University of Porto, Portugal
182. University of Prešov, Slovak Republic
183. University of Primorska, Slovenia
184. University of Rome "Tor Vergata" (Program SGS-School of Global Studies), Italy
185. University of Salerno - Faculty of Political Science, Italy
186. University of Sarajevo, Bosnia and Herzegovina
187. University of Sousse, Tunisia
188. University of Szczecin, Poland
189. University of Szeged, Hungary
190. University of Teramo, Italy
191. University of the Aegean, Greece
192. University of the Algarve, Portugal
193. University of the Balearic Islands, Spain
194. University of Trieste, Italy
195. University of Tunis, Tunisia
196. University of Udine, Italy
197. University of Urbino "Carlo Bo", Italy
198. University of Westminster, UK
199. University of Zadar, Croatia
200. University Sidi Mohamed Ben Abdellah, Morocco
201. Universum University College, Kosovo
202. Virtual University of Tunis, Tunisia
203. Wadi International University, Syria
204. Western Galilee College, Israel
205. Zefat Academic College, Israel
206. Zrinyi Miklos National Defence University, Hungary

Appendix 2: EMUNI University's Bilateral and Multilateral Agreements

Nr	Letter of Intent	- Country
1	Club Scientifique de la Faculté des Sciences Médicales (Faculté de Médecine de Sétif)	ALGERIA
2	Foundation Campania dei Festival	ITALY
3	Loisiana State University in Shreveport	USA
4	Gembloux Agricultural University	BELGIUM
5	University of Jan Evangelista Purkyn	CZECH REPUBLIC
6	International University of Monaco	MONACO
7	ALESCO - Arab League Educational, Cultural and Scientific Organization	TUNISIA
8	University "1 Decembrie 1918" of Alba Iulia	ROMANIA
9	University of Bologna	ITALY
10	CIHEAM - Centre International de Hautes Etudes Agronomiques Méditerranéennes	FRANCE
11	University of Oradea	ROMANIA
12	"Ion Mincu" University of Architecture and Urbanism, Bucharest	ROMANIA
13	Institute of International Relations (Panteion University of Social and Political Sciences in Athens)	GREECE
14	Association of Mathematicians, Physicists and Astronomers of Koper - Center of Experiments Koper	SLOVENIA
15	Peoples' Friendship University of Russia	RUSSIA
16	Peoples' Friendship University of Russia	RUSSIA
17	Faculty for Media	SLOVENIA
18	Institute and Academy for Multimedia	SLOVENIA
19	Centre for Maritime Archaeology, University of Southampton	UNITED KINGDOM
20	Hellenic Centre for Marine Research	GREECE
21	Institute for Policy Studies in Education (London Metropolitan University)	UNITED KINGDOM
22	Mediterranean Center for Arts and Sciences	ITALY
23	Pan-European University	SLOVAKIA
24	Institute of Tourism Studies	MALTA
25	Institute for International Relations and Comparative Law (Comenius Uni., Law)	SLOVAKIA
26	Israeli Center for Mediterranean Sea Research	ISRAEL
27	Rabat School of Governance and Economics	MOROCCO
28	University of Banja Luka	BOSNIA AND HERZEGOVINA
29	Hassan II University Mohammedia - Casablanca	MOROCCO

- Agreement		
Nr	Government /Institute/Organization	Country
1	Minister of Higher Education and State for Scientific research of the Arab Republic of Egypt	EGYPT
2	Minister of National Education, Higher Education Staff Training and Scientific Research of the Kingdom of Morocco	MOROCCO
3	The Council of Higher Education	TURKEY
4	The Government of the Republic of the Turkey	TURKEY
5	Diplomatic Academy of the Ministry of Foreign Affairs of the Russian federation	RUSSIA
6	Campus Mare Nostrum	SPAIN
7	Diplomatic Institute to the Minister of Foreign Affairs of the R of Bulgaria	BULGARIA
8	MHEST of Tunisia	TUNISIA
9	Centro Altiero Spinelli University "Roma Tre"	ITALY
10	University of Primorska	SLOVENIA

Memorandum of Understanding		
Nr	Organization	Country
1	CREMO - Center of Studies and Research for East Mediterranean	GREECE
2	UNIMED - The Mediterranean Universities Union	ITALY
3	United Nations Alliance of Civilizations	USA
4	ALF - Anna Lindh Euro-Mediterranean Foundation for the dialogue between Cultures	EGYPT
5	Tyre Foundation	Lebanon
6	The Institute for Diplomatic Studies	EGYPT
7	IPEMED - Institut de Prospective Economique du Monde Meditteraneen	France
8	Foro Jávea de Vecindad	Spain
9	The Association of Arab Universities	Jordan
10	Foundation for a Culture of Peace	Spain
11	International Center on Nonviolent Conflict	USA
12	ECCC Foundation	Poland
13	Al-Babtain Foundation	Kuwait
14	Albanian Diplomatic Academy	Albania
15	EURAS	Turkey
16	SmartCare	Italy
17	ESCA, School of Management	Morroco
18	Inter University Centre Dubrovnik	CROATIA
19	The Protection Project John Hopkins University, SAIS	USA
20	CAG University	TURKEY
21	ICD - Institute for Cultural Diplomacy	GERMANY
22	University of Piraeus	Greece
23	Italian Institute for Strategic Studies Niccolo Macchiavelli	ITALY
24	Intentto Eurogroup	
25	SuggestAid	ITALY
26	Universidade de Santiago de Compostela	SPAIN
27	Diplomatic Academy "Koča Popović" Serbia	SERBIA
28	East Gate, S.A. (Bluewaters Racing S.A.)	LUXEMBOURG
29	Virtual University of Tunis	TUNISIA
30	University of Massachusetts Lowell TO BE SIGNED	USA
31	Dubrovnik International University TO BE SIGNED	CROATIA
32	Leadership Academy	BULGARIA
33	Assosiation of Organisations of Mediterranean Businesswomen	SPAIN
34	University of Ljubljana	SLOVENIA
35	The Slovenia Times	SLOVENIA
36	MesEuro, Dubrovnik city, Dubrovnik – Neretva county, University of Zagreb, Diplomatic Academy of MFA Croatia	multilateral

Declaration		
Nr	Organization	Country
1	A Joint Declaration for the Constitution of Medadrión	ITALY
2	ARLEM	EUROPE