

EMUNI University
EURO-MEDITERRANEAN UNIVERSITY

EMUNI University
2012 Annual Report

Portorož, February 2013

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Report adopted at the 17th Management Board session held on 22nd February 2013.

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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
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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 Euro-med 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 some of its operation. When needed additional space is rented at nearby academic institutions.

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 member 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 dates:

- 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 Education, Science, Culture and Sport (MESCS).
- July 2012: Former EMUNI University president prof. Joseph Mifsud resigned from his position and Laris Gaiser, M.A. has been nominated Acting President for an interim period until July 2013 when a new president shall be appointed.
- July 2012: In line with EMUNI University's recruitment plan the Management Board appointed Mr. Gaiser also as a new Vice President for Administration and Finance.

The Activities of EMUNI University in 2012 were financed from various sources:

- the public budget of the Republic of Slovenia by Ministry of Education, Science, Culture and Sport (MESCS) in the amount of 384,697.80 EUR,
- EMUNI Foundation in the amount of 169,822.63 EUR for the ENPI project experts fees payment, study programmes implementation and EMUNI staff costs payment,
- I.N.P.D.A.P General Directorate in the amount of 141,800 EUR for the INPDAP/EMUNI Master programme scholarships,
- European Commission ADICO for ENPI project incidental expenditure in the amount of 30,640.17 EUR,
- ICMPD in the amount of 9,117.00 EUR as part of the Euromed Migration III project profit share instalment,
- Other sources in the amount of 8,642.77 EUR, which include market revenues, long-term sickness salary refunds, re-invoicing of accommodation costs and reimbursement of travel costs.

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 2012 the Government of Slovenia allocated around 3 mil EUR to EMUNI firstly through EMUNI Center and subsequently by direct funding.

The European Commission funds the activities of EMUNI University through the ENPI project. 1 million EUR in the period of 2010 to 2013 is planned to be allocated to EMUNI.

EMUNI University is funded by donations as well, channelled through the EMUNI Foundation. Since September 2008, EMUNI Foundation has provided 0.65 mil EUR for University's activities, by financing scholarships and grants, development of study programmes, research projects and other activities. In 2012 EMUNI Foundation agreed to provide the financing needed for the payment of ENPI experts' and team leader's fees. The loan value is 116,000 EUR and will be drawn for the rolling repayments of fees and reimbursements from the European Commission that shall take place in approximately 8 phases.

EMUNI received funding also through other EU-funded projects, such as EUROMED-Migration II, Erasmus etc. EMUNI University was successfully selected as a consortium partner in other EU projects in 2012 and the funding of project activities is planned to commence in the year 2013. Several other project applications are planned in the future, which will increase EMUNI's cash flow along with the tuition and registration fees that shall be received once the study programmes start being implemented in autumn 2013.

EMUNI and the Union for the Mediterranean

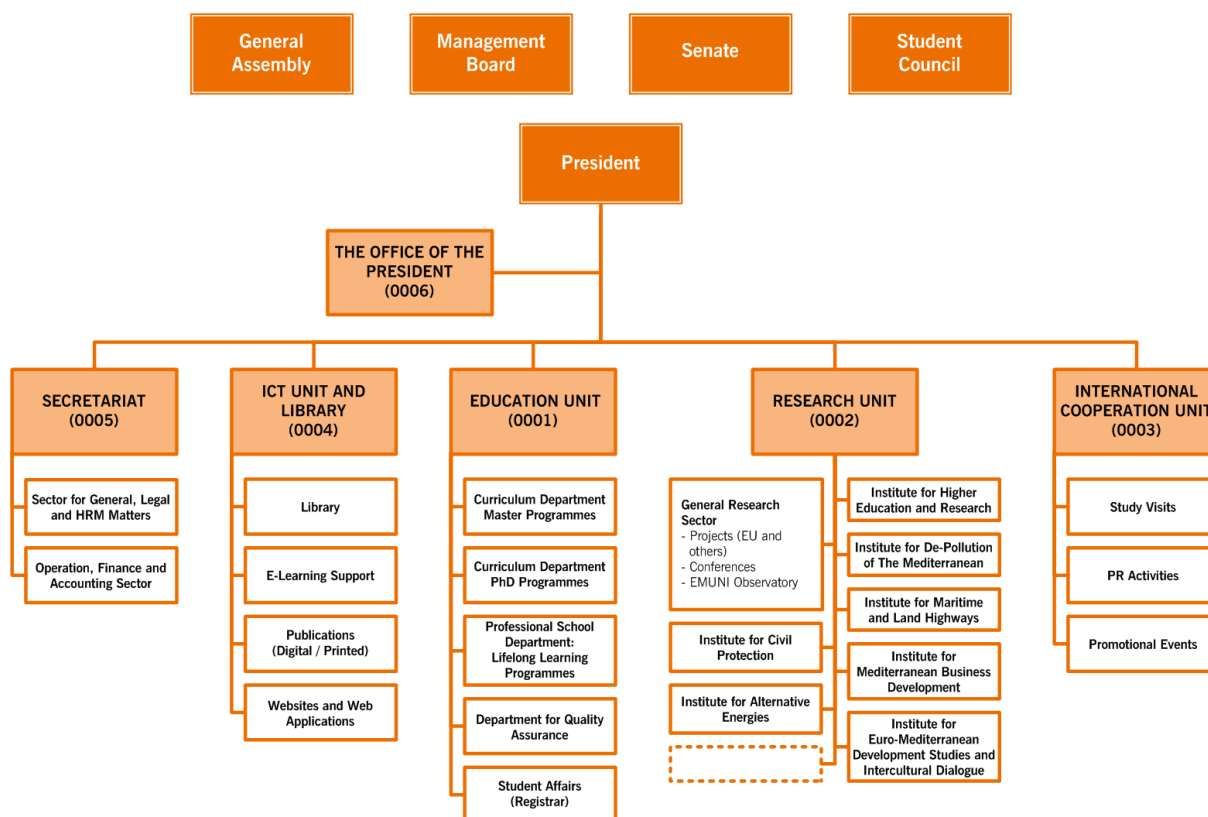
The Union for the Mediterranean is a partnership forum for dialogue between the member states of the European Union and countries of Africa and Middle East countries in the Mediterranean Basin, with the aim of strengthening relations among them. It was created as a re-launched Euro-Mediterranean Partnership 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: President ex officio Laris Gaiser, MA (nominated on 23 July 2012 upon resignation of the former President)

The President is the executive 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 EMUNI University.

The President is supported in his duties and responsibilities by a Vice President for Academic Affairs (not appointed yet) and a Vice President for Administration and Finance, whose tasks are defined in Article 30 of the Statute of EMUNI University. In the absence of the President, for any reason whatsoever, the more senior of the two Vice Presidents shall assume the President's duties ex officio provided that, in such circumstances, he shall consult and coordinate with the remaining Vice President.

Vice President for Administration and Finance: Laris Gaiser, MA (appointed on 12 July 2012)

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

- Prof. Hassan Nadir Kheirallah, Alexandria University, Egypt - Chairman
- 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
- Dr. Christofer Soler, University of Malta
- Dr. Oto Luthar, EMUNI Foundation
- Peter Volasko, EMUNI Foundation
- Prof. Anasse Bouhlal, Tampere University of Applied Science, Finland

The Chairman of the Management Board is Prof. Dr. Hassan Nadir Kheirallah (since 12 July 2012). 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 usually 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.
- The GA for the year 2012 is taking place in February 2013.

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 12 professors from 12 different partner universities and 12 countries:

- Mr. Laris Gaiser, acting President of EMUNI University, Slovenia
- 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. Pantelis C. Kelires, Cyprus University of Technology, Cyprus
- Prof. Alejandro del Valle Galvez, University of Cadiz, Spain
- Prof. Jacek Ireneusz Witkoś, Adam Mickiewicz University, Poland
- Prof. Panagiotis Grigoriou, University of the Aegean, Greece
- Prof. Maria Amélia Martins-Loução, University of Lisbon, Portugal
- Prof. Rowaida Maaitah, Hashemite University, Jordan
- Prof. Jilani Lamloumi, University of Gabès, Tunisia

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 – usually in February, June and November.

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 Euro-Med Area;
- Commission for Universities and Communities in the Euro-Med 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. A policy statement of the students' participation in the operation of the EMUNI University is being prepared.

¹ The Commission for study affairs has been 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 2012

Senate:

- 23 - 24 February, Barcelona, Spain
- 11 - 12 July, Brussels, Belgium
- 12 -14 December, correspondence session

Management Board:

- 23 - 24 February, Barcelona, Spain
- 11 - 12 July, Brussels, Belgium
- 23 July, Brdo pri Kranju, Slovenia
- 29 - 20 November, correspondence session
- 14 December, Portorož, Slovenia

General Assembly:

EMUNI University's General Assembly 2012 has been postponed until 23rd February 2013 due to extraordinary circumstances in the organization, restructuring and financing of EMUNI University that was taking place in the second half of 2012. The General Assembly is to be organized at the same time and in the same place as the EMUNI Management Board and Senate February sessions, during which the new Management Board and Senate will be constituted due to the expiration of the mandate of the current bodies.

The 10th session of EMUNI University's Senate and the 13th session of the Management Board were held on 23rd and 24th February in Barcelona, Spain. The most important decisions and discussions held during both sessions are summarised below:

- start the implementation of the 2 notified Master SP: Intercultural Business Communication in cooperation with the University of Urbino and the Master in Environmental Analysis and Management in cooperation with the University of Palermo plus a PhD in Criminal Justice and Security Studies in cooperation with the University of Maribor;
- implementation of the already accredited Master SP through the participation of a call for scholarships of the Italian Minister of Labour;
- adoption of Summer school, Doctoral research seminar and EMS in English, French and Spanish;
- selection of institution to host the Master SP in the framework of ENPI as well as the marketing of these programmes;
- approval of the 2011 Annual Report and Financial Statements;
- support of the endorsement of a contract to be signed for Springer Publishing to publish IJEMS;
- decision about different types of membership to EMUNI University;
- the members of the Management Board decided that no Vice President is hired until additional funding is made available.

The 11th session of EMUNI University's Senate and the 14th session of the Management Board were held on 11th and 12th June in Brussels, Belgium. During the sessions the following decisions were taken by the members:

- evaluate the progress of the EMUNI Master SP and the progress of the Master SP in the framework of ENPI;
- adoption of new criteria for labelling a Master or a PhD SP;
- the adoption in each country of a representative of EMUNI, i.e. a focal point with the aim to establish an EMUNI confederation at the international level;
- organisation and implementation of the Euro-mediterranean studies at the EMUNI antenna: University of Naples "L'Orientale";

- the members of the MB accepted the resignation of Prof. Joseph Mifsud as President of EMUNI. The Management Board agreed to the consensual amicable resignation of the President of EMUNI University as from the 1st September 2012;
- the members of the MB accepted the nomination of Mr. Laris Gaiser as EMUNI University's Vice-president for Administration and Finance;
- the members of the MB decided to launch a call for tender for the New President of EMUNI University;
- after the resignation of the President Prof. Mifsud a second MB session was set up in Brdo pri Kranju (Slovenia) on 23rd July 2012;
- the members of the MB accepted to nominate Mr. Gaiser as ad interim President of EMUNI University with the support of Prof. Joseph Mifsud and Mr. Oto Luthar as a part time counsellor for the following until the election of the new President.

The 12th session of EMUNI University's Senate; due to logistic reasons it was not possible for the meeting of the Senate to take place in person, therefore a correspondence session, in which all members of the Senate were involved, was organized. The discussion was open between 12th and 14th December 2012, upon which the casting of votes took place. The following main decisions were adopted:

- confirmation of the programme of EMUNI University Master Study Programme: Euro-Mediterranean and Intercultural Studies, and starting its accreditation procedure;
- confirmation of the Standards for the appointment of higher education teachers, researchers and faculty assistants at Euro-Mediterranean University;
- confirmation of the Quality Manual at Euro-Mediterranean University.

The 16th session of the Management Board was held on 14th December in Portorož, Slovenia. At the session the members discussed several topics and some major decisions were adopted:

- the adoption of the Work Programme and Financial Plan of EMUNI University for 2013;
- the members decided to postpone the 5th EMUNI General Assembly until the third week of February 2013, due to extraordinary circumstances in the organization, restructuring and financing of EMUNI University;
- the members of the MG decided to adopt the proposed decision and to extend the mandate of the current Management Board for another two months. A new Management Board could then be elected during the General Assembly.

2.1.3 EMUNI Members and Agreements

EMUNI University's network is confirming its strength and prominence in Euro-Mediterranean region. As of December 2012 the network consisted of 204 member universities and institutions. EMUNI University has also 51 memorandums of understanding, 10 agreements and 2 declarations signed. In 2012 EMUNI received 7 Letters of Intent; together we have 37 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 (OG RS, No. 32/12-UPB7, 40/12-ZUJF and 57/12-ZPCP-2D)
- Act amending the Higher education act (OG 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 amendments.
- 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, acting as international organization, in the 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 2012
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 programmes: development and accreditation
	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: <ul style="list-style-type: none"> - Exchange of experience and good practice; - Staff mobility for teaching and training; - 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 2012-2014

The mid-term programme of the EMUNI University for the period 2013-2014 was discussed by the Management Board and Senate of the EMUNI University in December 2012 at their sessions in Portorož, Slovenia.

The Management Board members agreed that EMUNI University shall implement its already accredited Master in Environmental Analysis and Management and PhD in Criminal Justice and Security Studies. Another study programme in Intercultural Business Communication will be implemented in cooperation by Urbino University.

The Senate members agreed that the study programme in European Studies and EU External Relations shall start with the process of accreditation and shall be implemented in cooperation with University of Maribor.

3.4 Short-term goals for 2012

The main goals of operations in 2012 were:

- Establishing of EMUNI 'think tank',
- carrying out the research activities within the EUROMESCO initiatives and the EUROMED Migration III Project,
- implementation of study programmes and professional schools,
- introduction of new study courses,
- conclusion of the ENPI programme,
- establishment of the EMUNI satellites and their design in the Euro-Mediterranean documentation centres,
- developing a new training programme for student leaders in the Mediterranean area,
- strengthening the academic leadership of the Union for the Mediterranean,
- coordinating and expanding University Library resources,
- exploiting digital technology,
- enhancing EMUNI University's information and instructional technology resources and
- designing a competency register.

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 2012 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 various publications.

In terms of programme development and implementation from the thematical 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 EMUNI 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 University in 2012 are further described in chapter 5.

The short-term objectives in 2012 are summarized in the table below.

Short-term objectives 2012	Goals in 2012	Activities in 2012
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 2011/12 ran from 1 October 2011 to 30 September 2012 (ZViS 119/2006-UPB3, Article 37).

4 INVESTMENTS

In 2012, 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 2012 to obtain 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. Since 2011 EMUNI University has been working with the Ministry of Education, Science, Culture and Sport towards preparing the best possible contract for these premises. Nevertheless, EMUNI University received several claims for payment of rent at the total value of 51,822.08 EUR relating to the period from 30 September 2009 on, i.e. is from the time the first contract for free use of premises expired. EMUNI University has rejected all Ministry's claims based on the fact that after the contract had expired an analogue situation has been preserved since the Ministry acceded to the resolving of this matter only in 2011.

On a positive note, the Republic of Slovenia has committed to supporting EMUNI University's activities and since EMUNI is an international institution the issue of the premises is currently being resolved by the Ministry. We expect a continued rent-free use of premises to be agreed in early 2013.

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 2012. 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 2012.

5.1 Report and assessment of the objectives by area

5.1.1 EMUNI University education activities

Short-term objectives 2012	Activities in 2012	Results in 2012
Study activities – EMUNI accredited master study programmes		
Implementation of the study programmes in the Academic Year 2011/12	Developmental and implementation activities for the EMUNI Master Study Programmes: <ul style="list-style-type: none"> - Intercultural Business Communication - European Studies and EU External Relations - Euro-Mediterranean and Intercultural Studies 	<ul style="list-style-type: none"> - Preparation of the accreditation proposal for the Master study programme Euro-Mediterranean and Intercultural Studies for the Slovenian Quality Assurance Agency for Higher Education - Continuation of agreements on the implementation of the Intercultural Business Communication Master study programme with University of Urbino - start of agreements on joint implementation of the Master study programme European Studies and EU External Relations with the University of Maribor

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	9 Master SP Call for enrolment has been issued by the responsible university (the university that will issue a degree).	Co-organization of the 9 Master SPs under the EMUNI label accredited at the partner universities.
Organisation of the EMS module in Slovenia in English and French	Organisation of the EMS module in Slovenia in English, French and Spanish	EMS module delivered at EMUNI University in English, French and Spanish between February and May 2012, each module expanding over the course of two weeks. 100 students and 25 professors-experts hosted. Students received EMUNI label certificate of equivalency.

Study activities - New EMUNI master SP's , New proposal for new EMUNI master SP's , EMUNI already accredited master SP's - first track		
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	Programmes listed in charts 7.1.2, 7.1.3, 7.1.4 and 7.1.5 are implemented at partner institutions.
Call for proposal for New Master SP	Master SP's: <ul style="list-style-type: none"> - Etudes euro-mediterraneennes - & developpement durable - EU and international law, security and social order in the euro-mediterranean area - Master in Risk Science 	
Revision of the aready accredited master SP Drafting the materials for accreditation of already accredited study programmes. Call/ tender for enrolment	Study programmes: <ul style="list-style-type: none"> - Applied Geological Sciences for Building and Land Management - Euro-Mediterranean Master in Culture and Tourism 	
Organisation of the supplement documentation for the notification of the programmes	<ul style="list-style-type: none"> - Landscape, Territory and Patrimony - Marine Hydrology - Public Management, speciality: Euro-Mediterranean Management – Sustainable Development 	

Study activities – EMUNI label master SP		
Implementation of the study programmes in the Academic Year 2011/12 Launch of the call for the EMUNI Label	9 Master SP Call for enrolment has been issued by the responsible university (the university that will issue a degree).	Co-organization of the 9 Master SPs under the EMUNI label accredited at the partner universities.
Organisation of the EMS module in Slovenia in English and French	Organisation of the EMS module in Slovenia in English, French and Spanish	EMS module delivered at EMUNI University in English, French and Spanish between February and May 2012, each module expanding over the course of two weeks. 100 students and 25 professors-experts hosted. Students received EMUNI label certificate of equivalency.

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 (since June 2011) 12 EMUNI Already Accredited Master SP (since November 2011) 1 EMUNI Already Accredited PhD SP	<ul style="list-style-type: none"> - The members of the Senate adopted the MA SPs - The members of the Senate adopted the decision that the responsible institution must add the EMS module in English, French or Spanish language to their own study programme. - EMUNI University will provide a 'Supplement Diploma' for the EMS module that will be held at EMUNI University in Slovenia. - Study programmes will be implemented under the EMUNI label. - EMUNI received 18 scholarships for the Italian students for 11 Master SPs for the academic year.
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

5th EMUNI Professional school

Summer schools

EMUNI University organized the 5th EMUNI Summer Semester - Professional School 2012 with the main aim of the enhancement of the cooperation among the Euro-Mediterranean universities, stimulation of mobility and contribution towards the understanding among people and cultures. EMUNI partner institutions offer postgraduate courses under the umbrella of EMUNI University.

Name of HE institution	Name of the course	ECTS²	Location of delivery	Term	Language
School of Italian Language and Literature - Faculty of Philosophy - AUTH, Greece	Literature texts analysis for translation	6	University Campus, Aristotle University of Thessaloniki, Thessaloniki, Greece	20 August - 2 September 2012	IT , EN/ GR
	Interlinguistic Communication: Translation for Mediterranean Intercultural Tourism	6	Thessaloniki, Greece	20 August - 2 September 2012	IT , EN/ GR
International School for Social and	Innovation in Business - Environmental Challenges	6	International School for Social	23 June - 7 July	EN

² ECTS - European Credit Transfer and Accumulation System

Business Studies, Slovenia	(course: Innovation in Business)		and Business Studies, Slovenia	2012	
Politecnico di Studi Aziendali di Lugano, Italy	- Successful strategies for start-up business management	3	C.I.T.O Campus Training Center - Politecnico di Studi Aziendali di Lugano - Pieve santo stefano (AR) Italy and RoxyBar Live Music Teather (BO) - Italy	2 terms - 23 September 2012, 6 July - 5 August 2012 and 18 May - 1 July 2012	EN/IT
	- Innovation and quality management in outdoor lab	6			
	- Information and communication tools in outdoor lab	6			
	- Business strategies and performance measurement in outdoor lab	6			
	- Business management and corporate security in outdoor lab	6			
	- Sales management and competitors analysis in outdoor lab	6			
	- Music Industry and Show Business Management	30			
	- Start-up Business Principles - from idea to business	3			
	- The Start-up Marketing Mix - Product, Place, Price & Promotion	3			
University of Murcia, Spain	- Arqueologia subacuatica en el ambito mediterraneo: actualidad y perspectivas de futuro/ Under water archaeology in the Mediterranean: present and future, 1 ECTS - Cell Therapy from the Bench to the Bedside and Return, 1 ECTS		The town hall of Sant Antoni de Pormany, Ibiza, Spain and the town hall of Aguilas (Murcia, Spain)	10 - 12 September 2012 and 11 - 13 July 2012	SP/EN
University of Ljubljana, Faculty of Arts	EMUNI Translation Studies Doctoral and Teacher Training Summer School	10	Marine Biology Station, Portorož, Slovenia	23 June - 07 July 2012	EN

Doctoral Research Seminars

Outputs:

- Improvement/enrichment of doctoral thesis.

- Elaboration of research work in a multicultural environment.
- 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
International School for Social and Business Studies, Slovenia	Academic writing for Publishing Scientific Papers in International Journals	0	International School for Social and Business Studies, Celje, Slovenia	22 - 23 June 2012	EN
Politecnico di Studi Aziendali di Lugano, Switzerland	Researching Entrepreneurship in Euromed Countries: common values and new challenges	2	Politecnico di Studi Aziendali di Lugano, Lugano, Switzerland	22 June - 30 July 2012	EN, IT

Free standing Courses

Name of HE institution	Name of the course	ECTS	Location of delivery	Term	Language
Alexandria University	Maritime Archaeology	12	Alexandria University, Egypt	May - September 2012	EN
Politecnico di Studi Aziendali di Lugano	- Tools and scenarios for stimulating and fostering creativity and innovation	9	Politecnico di Studi Aziendali di Lugano - agno, Lugano (CH), Italy, RoxyBar Live Music Theater (BO) – Italy and C.I.T.O Campus Training Center - Politecnico di Studi Aziendali di Lugano-Pieve santo stefano (AR) Italy	3 terms: 22 June - 30 July 2012, 2 March - 9 April 2012 and 15 March - 10 June 2012	EN/ IT
	- Ecosystems for innovation and entrepreneurship within the Euromed area: micro and macroeconomic perspectives	9			
	- Successful strategies for start-up business management: Creating your successful new venture	9			
	- Hydroliner - Expert in Mineral Water Analysis and Taste	10			
	- Principles of Trading	3			
	- Principles of Forecasting	3			

	- Performing Arts Programme in Rock Music Management	3			
	- Start-up Business principles - from idea to business	3			
	- The Start-up Marketing Mix - Product, Place, Promotion and Price	3			
	- Start-up management toolkit - Finance, Legal, Company structure, how to reach private and public investment	3			

5.1.2 Accreditation with Slovenian Quality Assurance Agency for Higher Education (SQAA)

In October 2012, EMUNI University started with the preparation of the accreditation proposal for the MA study programme Euro-Mediterranean and Intercultural Studies with the Slovenian Quality Assurance Agency for Higher Education. For this purpose, the detailed accreditation proposal with full description of the programme, its social components, material and financial conditions, quality assurance, etc., was needed, as well as a number of documents, such as syllabuses for the 13 courses, proofs of valid appointment and declarations of cooperation for all lecturers, comparison with foreign relevant study programmes, criteria for appointments to positions for higher education professors and quality manual of EMUNI University, agreements with companies on practical training, etc.

The decision on the accreditation proposal by SQAA is expected to be known in 2013.

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

Short-term objectives 2012	Activities in 2012	Results in 2012
Project activities		
Conclusion of the ENPI programmes and project	Continuing work of the ENPI experts in creating masters and doctoral ENPI programmes and conclusion of the project	ENPI project complete, Commission's assessment pending
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.	Erasmus mobility and Erasmus Individual Programme	1 Erasmus staff teaching mobility and 1 Erasmus staff training mobility, 4 Erasmus training programmes and 1 Erasmus individual programme
	Erasmus Mundus project applications	EMUNI took part as a partner in 1 Erasmus Mundus project
Cooperation in EU projects and initiatives together with EMUNI partners	Application to different EU programmes and actions	EMUNI took part as a partner in 3 international projects (EuroMed Migration III, HANDSON, EDULINK II)

5.1.4 EMUNI university public relation, media and international relations

Short-term objectives 2012	Activities in 2012	Results in 2012
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; ³ accompanying at meetings and conferences (on President's instruction);	Participation at international conferences, seminars and other events (see chapter 7.3)
Public Relations (PR)	Publishing news on the website; Informing the media on important events and organisation of events	Promotion of EMUNI, Slovenia and Slovenian higher education in Slovenian, Euro-Mediterranean and other foreign media
Publication of IJEMS, collection of scientific papers, 2012 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

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

After the full administrative team has been established with specialists being hired on their respective functions in 2011, EMUNI University further developed all administrative functions and activities in order to meet all the needs of the university in line with its Development Plan for 2012 and its long-term strategic objectives.

Short-term objectives 2012	Activities in 2012	Results in 2012
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, Culture and Sport, 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 assisted in the organization of various events in Slovenia and abroad, among them several round tables taking place at EMUNI University. The President's Office has been contributing towards maintaining and establishing 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 2012 and forwarded on to the accounting firm for book keeping and processing.

³ Organisation of transport and accommodation; coordination of meetings; drafting travel orders; reminders for visits and meetings; drafting materials; drafting minutes

Short-term objectives 2012	Activities in 2012	Results in 2012
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.	EMUNI university has 204 members, 9 Letters of Intent are pending in 2012, 16 Memorandums of Understanding were signed in 2012, and two additional Agreements were signed (and Agreement with the University of Primorska and a Declaration of Intent of Cooperation with ARLEM) Proposed changes are prepared for confirmation by the General Assembly.
The activities of the bodies, commissions, collegiate body of the university and collegiate body of the President.	Preparation of the materials for meetings ⁴ ; 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, - four meetings of the Management Board, - the meeting of General Assembly was postponed to February 2013 due to extraordinary circumstances within EMUNI, - three meetings of Commission for Study Affairs.
Projects	Application to the ENPI project - EuroMed Migration III, in which EMUNI University is a member of a consortium led by the International Center for Migration Policy and Development (ICMPD).	Successful application to ENPI EuroMed Migration III project, the project is implemented during 2012 – 2014.
Human resources	Employment of new employees, real-time solutions of HR issues	Preparation of agreements and contracts; The majority of 2012 staff was employed in 2011; renewals of employment and some single-task contracts. Employment of the acting Vice President for Administration and Finance, who is currently also the Acting President of EMUNI University. Preparation of authorial work contracts for professors teaching at EMUNI.

Short-term objectives 2012	Activities in 2012	Results in 2012
Finance and Accounting Department		
Organising the financial and accounting affairs of the university, provision of financial information to the President, Vice 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, funding and financing requests. Fresh financing following the management changes allowed for the

⁴ Harmonisation of the agenda; cooperation when preparing professional materials; minutes;

Short-term objectives 2012	Activities in 2012	Results in 2012
		improved liquidity situation and repayment of a large portion of outstanding items. All contractual obligations with MESCS fulfilled in 2012.
Financial Control	Maintaining a stable cost structure despite the limited funds (the contract with MESCS was decreased from EUR 480,871 to EUR 384,697). Maintaining a stable relationship with suppliers in order to avoid potential lawsuits.	A stable cost structure was maintained in 2012. Despite the limited funds the university achieved the main objectives set out in its 2012 Work Programme. Due to periods of low liquidity a stable relationship with the network of suppliers was maintained so that no legal action was taken against EMUNI University.
Budgeting and Forecasting	Yearly budgeting and quarterly forecasting process	Adoption of the 2012 Work Programme and Financial Plan.
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. Loan from EMUNI Foundation at the value of 116,000 EUR received in 2012 for the repayment of outstanding ENPI experts and team leader payments.	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. ENPI expert fees of EUR 80,000 paid in 2012. Commencement of the experts and team leader's fees payment process as presented to the European Commission in our letter nr. 1_488_2012_LG dated 27th November 2012.

5.1.6 Accountancy support in 2012

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 legislation that binds Slovenian private institutions.

5.1.7 ICT, technical support and information-communication affairs

Short-term objectives for 2012	Activities in 2012	Results in 2012
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 accessible 	Main Fileserver was changed, main printer was changed, server system was upgraded
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.

5.1.8 Overall Assessment of the objectives

We estimate that EMUNI University operated successfully in year 2012 despite the financial constraints following the decreased budget and the long process of securing the funding needed to fulfill the ENPI project payment obligations. EMUNI University had been trying to secure funds for more than 18 months. Thanks to the loan from EMUNI Foundation and the European Commission's approval of the payment process extension until 30th June 2014, the payment process of ENPI expert's fees and team leader's fees could finally commence in December 2012.

In 2012 EMUNI University managed to partly resolve its liquidity issues and also partly repay the outstanding obligations from 2011 and 2012. Thanks to the successful implementation of the EMUNI/INPDAP study programmes, the release of funds of the Migration project and a loan from EMUNI Foundation dedicated to the payment of staff costs and EMS module, a large portion of outstanding obligations to suppliers and staff has been paid.

Our main operational, research and study objectives were achieved. Following EMUNI University's top management changes, the University started with the activities of work reorganisation and processes streamlining with the aim to achieve a more efficient way of achieving its objectives by taking into account also the Act on the Balancing of Public Finances. Apart from the reorganisation EMUNI University also performed an internal audit of its accounts in order to evaluate the financial performance and financial position as at 31st August 2012 when the new management started its mandate.

Since the new management's main focus was the improvement of financial performance and working processes, the main activities linked with the launch of the study programmes were postponed until autumn 2013, which allowed for the reorganisation to take place along with finding solutions for the pending issues. A major focus was given on the accreditation process whereas EMUNI University now has a full time dedicated resource in charge of the accreditation. A co-operator was also hired on a contractual basis to boost the accreditation application process.

EMUNI University's improved financial position can be seen from the year-end result, which was significantly better than the result achieved in 2011. The loss was partly due to the decreased value of the contract with MESCS (the budget was cut from last year's 384,697 EUR to 338,985 EUR in 2012), but also due to over-expenditure on travel costs in the first half of the year during the former management mandate.

Similarly to 2011 also the year 2012 was marked with a prolonged funding procedure of the European Commission linked to the ENPI project. EMUNI University was facing issues in paying the fees associated with the project's experts due to lack of funds. Thanks to the loan from EMUNI Foundation the payment process of ENPI expert's fees and team leader's fees commenced in late 2012.

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 8 employees as of 31st December 2012. The Acting President of the University is Mag. Laris Gaiser. The list of employees, their position and contract definition is presented in the table below.

Name	Department	Position	Type of Contract
Mag. Laris Gaiser	Acting President of EMUNI University and acting Vice President for Administration and Finance	Acting President of EMUNI University and acting Vice President for Administration and Finance	Managerial contract
Tadeja Jerovšek	Education Unit	Administrative assistant	Contract for an indefinite period
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
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 2012 to 31st December 2012:

In 2012 EMUNI University did not hire any new employees, except for the changes, which occurred in the position of the President. In July 2012 the previous President Prof. Dr. Joseph Mifsud resigned from the position, therefore the acting Vice President for Administration and Finance Mag. Laris Gaiser was confirmed by the Management Board as the Acting President of the University until a new President is elected.

Extension of contracts, leavers and other collaborators:

Two Employees left EMUNI University in 2012:

- one employee for research and project management whose fixed term contract expired on 31 December 2011;
- one employee in President's office whose fixed term contract expired.

One employee changed her employment position from President's office to Education Unit, due to the fact that the position of an Administrative Assistant in the President's office was no longer needed and she had all qualifications for the Administrative Assistant in the Education Unit, who was very much needed. Her contract was extended for an indefinite period.

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.

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

IN 2012 EMUNI University did not issue any calls due to reorganization within the institution. In accordance with the Work Programme for 2013 the calls will be issued in 2013.

The programmes as adopted by the EMUNI University Senate up to 2012:

7.1.2 New EMUNI master study programmes

Study Programme	Higher education (HE) institution, Country	Other partners
Development Studies and Intercultural Dialogue	EMUNI University, Slovenia	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - CESMO, Lebanon - University of Maribor, Slovenia - University of Ljubljana, Slovenia (TBC) - University of Catania, Italy (TBC)

		<ul style="list-style-type: none"> - University Cadi Ayyad, Morocco (TBC)
Environment	University of Nova Gorica, Slovenia and EMUNI University	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - 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

7.1.3 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	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - University of the Aegean, Greece - Université Pierre Mendès-France - University of Cádiz, Spain - Université Sidi Mohamed Ben Abdellah de Fès, Marocco - Università degli study di Napoli "L'Orientale", Italy - CESMO - Center for Middle-Eastern Strategic Studies, Lebanon - University of Piraeus, Greece

7.1.4 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

7.1.5 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 Enviromental 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	60	1 years	University of Murcia, Spain

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

7.1.6 *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

7.1.7 *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

7.1.8 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

7.1.9 Professional School: Euro-Mediterranean Studies 2012

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 three terms at the EMUNI University's seat in Slovenia in three terms between February and May 2012, and in three different languages, English, French and Spanish:

1st term: 27 February to 13 March 2012 - language: English.

Number and Country of students: 42 from: Italy, Turkey, Syria, Albania, Montenegro, Egypt, France

2nd term: 26 March to 6 April 2012 - language: French.

Number and country of students: 24 from: Italy, Kosovo, Algeria.

3rd term: 7 May to 18 May 2012 - language: Spanish.

Number of students: 34 from: Italy, Spain, France, Mexico.

Altogether 100 attended the modules, with lectures given by around 25 professors.

The courses given were the following:

- 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.

7.1.10 Summer Schools

The EMUNI University organized the 5th EMUNI Summer Semester - Professional School 2012 with a main aim to enhance cooperation among Euro-Mediterranean universities, to stimulate mobility and to contribute to the understanding among people and cultures. EMUNI partner institutions offer postgraduate courses under the umbrella of EMUNI University. Experience from 2008 to 2012 is very positive. Courses provide the participants with an opportunity to study issues relevant for the Union for the Mediterranean, improve knowledge and gain international and intercultural experience.

Characteristics

- *Location:* in different countries around the Mediterranean, at EMUNI partner institutions
- *Language:* English, French or one of the languages of the Union for the Mediterranean
- *Term of delivery:* June - September 2012
- During the delivery of the course social events and trips are organised
- Multicultural learning environment
- Courses focus mainly on areas of the Union for the Mediterranean (UfM)
- All participants receive a Certificate of Attendance issued by the EMUNI University
- Participants who successfully complete their study obligations receive the Transcript of records with obtained ECTS credits from responsible University.

1 seminar, organized by the University of Ljubljana was supported by the EMUNI Foundation:

EMUNI Translation Studies Doctoral and Teacher Training Summer School, 10 ECTS

Location: Marine Biology Station, Portorož, Slovenia

Term: 23 June - 07 July 2012

Language: English

7.1.11 EMUNI with Partner Institutions co-organized the following summer schools:

School of Italian Language and Literature - Faculty of Philosophy - AUTH, Greece

Courses:

- Literature texts analysis for translation , 6 ECTS
- Interlinguistic Communication: Translation for Mediterranean Intercultural Tourism , 6 ECTS

Location: University Campus, Aristotle University of Thessaloniki, Thessaloniki, Greece

Term: 20 August - 2 September 2012

Language: Italian and Greek or English

Politecnico di Studi Aziendali di Lugano, Italy

Courses:

- Innovation and quality management in outdoor lab, 6 ECTS
- Information and communication tools in outdoor lab, 6 ECTS
- Business strategies and performance measurement in outdoor lab, 6 ECTS
- Business management and corporate security in outdoor lab, 6 ECTS
- Sales management and competitors analysis in outdoor lab, 6 ECTS
- Music Industry and Show Business Management, 30 ECTS
- Start-up Business Principles - from idea to business, 3 ECTS
- The Start-up Marketing Mix - Product, Place, Price & Promotion, 3 ECTS
- Successful strategies for start-up business management, 3 ECTS

Locations: C.I.T.O Campus Training Center - Politecnico di Studi Aziendali di Lugano - Pieve santo stefano (AR) Italy and RoxyBar Live Music Theater (BO) - Italy

Terms: 2 - 23 September 2012, 6 July - 5 August 2012 and 18 May - 1 July 2012

Language: English / Italian

International School for Social and Business Studies, Slovenia

Course:

Innovation in Business - Environmental Challenges (course: Innovation in Business), 6 ECTS

Location: International School for Social and Business Studies, Celje, Slovenia

Term: 23 June - 7 July 2012

Language: English

University of Murcia, Spain

Courses:

- Arqueologia subacuatica en el ambito mediterraneo: actualidad y perspectivas de futuro/
Under water archaeology in the Mediterranean: present and future, 1 ECTS
- Cell Therapy from the Bench to the Bedside and Return, 1 ECTS

Locations: The town hall of Sant Antoni de Pormany, Ibiza, Spain and the town hall of Aguilas (Murcia, Spain)

Terms: 1: 10 - 12 September 2012 and 11 - 13 July 2012

Language: Spanish / English

7.1.12 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 2012:

International School for Social and Business Studies, Slovenia

Seminar title: Academic writing for Publishing Scientific Papers in International Journals, 0 ECTS

Location: International School for Social and Business Studies, Celje, Slovenia

Term: 22 - 23 June 2012

Language: English

Politecnico di Studi Aziendali di Lugano, Switzerland

Seminar title: Researching Entrepreneurship in Euromed Countries: common values and new challenges, 2 ECTS

Location of delivery (institution, city, country): Politecnico di Studi Aziendali di Lugano, Lugano, Switzerland

Term: 22 June - 30 July 2012

Language: English / Italian

The contribution from the EMUNI University:

- Promotion (website, leaflets and other promotion activities),
- Certificates of attendance for all participants,
- Evaluation of the project and preparation of final report.

7.1.13 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 was 446,800.00 EUR and the programmes started in early 2012.

In 2012 EMUNI University obtained 16 scholarships for 8 Master Study Programmes from INPDAP for the academic year 2012/13. The budget for all the 16 scholarships is 160,000.00 EUR and the programmes have started in September 2012.

Study Programme	ECTS	Duration
Master in New technologies in Computer science	60	1 year
Master Program in Nutrition, Food technology and food safety	60	1 year
Master Program in Advanced Techniques for Research and Agriculture Development	60	1 year
Master in Bio Law: Law, Ethics and Science	60	1 year
Master TAYGA (Master Program in "Water Technology, Administration and Management)	60	1 year
Global Law Program	60	1 year
Creative Arts Therapies	60	1 year
Peace and Conflicts Management Studies	60	1 year

The students who are now in the final stages of their programmes are performing the obligatory internships in institutions such as The EU's Assembly of Regional and Local Representatives ARLEM, Asociación Malagueña de Amigos de pueblo Saharaui (AMAPS), Assemblée des Citoyens et Citoyennes de la Méditerranée, Florida Immigrant Coalition, FOCUS - Casa dei Diritti Sociali, CITTALIA Fondazione ANCI Ricerche, Servicio Jesuita a Refugiados y Migrantes, Planet Conservation, Albant&Inedit Avda., Argentine Network for International Cooperation, Expero, Cabinet d'avocat Delphine MEILLET, ESCA School of Management, Centro Altiero Spinelli, Association of Organisations of Mediterranean Businesswomen, Yarmouk University Jordaniya, EIPE (Euractiv.gr).

7.2 Research & development activity and dissemination

EMUNI University is *per se* committed to contribute to research & development programmes and activities. Thus it is involved in many international projects and partnerships which enable EMUNI and other partners fostering and contributing to development of higher education.

EMUNI is partner organisation in several international projects:

1. "EuroMed Migration III" is a 3-year international project together with 5 partner universities and international institutions.
2. "Hands-On ICT: Learn, practice, teach creativity and ICT" (HANDSON) is a 3-year international project together with 5 partner universities and international institutions.
3. "ACP-EU Co-operation Programme in Higher Education" (EDULINK II) is 2,5-year international project together with 4 international organizations and universities from EU and Africa.

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

Erasmus Partnership agreements

EMUNI University's network is confirming its commitment in broader regional and international cooperation in the field of education. As of December 2012 EMUNI had 109 bilateral agreements with different universities and institutions across the Europe and broader. 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. In 2012, EMUNI signed 2 bilateral agreements.

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

- EC – ERASMUS staff teaching mobility was signed with the Spanish partner (University of Murcia) for one EMUNI high education teacher.
- EC – ERASMUS Erasmus staff training mobility was signed in 2012 with the Spanish partner (University of Murcia) for one EMUNI staff person.
- EC – ERASMUS training programme was signed in 2012 with one person from the Italian University (Università degli Studi di Catania).
- EC – ERASMUS training programme was signed in 2012 with one person from the Italian University (Università degli Studi di Bergamo).
- EC – ERASMUS training programme was signed in 2012 with two persons from the Slovak partner University (Paneurópska Vysoká Škola).
- EC – ERASMUS study programme was signed in 2011 and carried out in 2012 for Euro-Mediterranean Studies with the Bulgarian partner Sofia University.
- LLP ERASMUS Intensive Programmes (IP) was signed in 2011 for a 3-year project titled “Intensive Programme Euro-Mediterranean Studies” together with 5 partner universities.
- ENPI Project with different subprojects was 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).

Erasmus Mundus

EMUNI University also acted as a partner in several Erasmus Mundus projects submitted and one was approved. EMUNI is supporting the Erasmus Mundus projects as a promoter by disseminating and publishing results.

7.2.1 EMUNI ENPI Project

ENPI Project is one of the most important projects for EMUNI. The project is financed through the European Commission and is lead by the project leader 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 2013/2014 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 established an excellent network of specialised study programmes among the universities in the Euro-Mediterranean region. 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 basin. The study programmes or parts of them will be set to be conducted in various universities, co-founders of the EMUNI University.

In 2012, the ENPI project ended. Contractual obligations were achieved and study programmes shaped. Due to legal procedures, EMUNI still has to fulfil some administration obligations. With regards to this fact, EMUNI expects to have minor delays. Reports for 2012 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.

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 2012

EMUNI Research Souk is an annual EMUNI conference, organized since 2009. The aim of the conference is to enable students to showcase and discuss their work in the field of research of topics in relation to Euro-Mediterranean issues also outside their host institutions and countries, as well as provide networking possibilities and exchange of experience in the international environment.

The 4th EMUNI Research Souk Conference was held from 17 to 18 April 2012. It was for the first time that the ReSouk conference was broadcasted from 15 different locations across the Euro-Mediterranean Area including different universities and other education institutions. Themes of conference were related to mobility of people and ideas, North-South and South-South cooperation and emphasising the education as a basis for job opportunities.

Co-organisation of 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 other universities. 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:

- International Symposium on EMUNI E-Learning, Lugano (Switzerland), 16 - 17 March 2012
- 15th CEI Dubrovnik Diplomatic Forum, 24 - 26 May 2012
- Mixed Legal Systems, East and West: Newest Trends and Developments, 14 - 15 May 2012
- Annual UNeECC conference in Maribor (Slovenia), 18 - 19 October 2012

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 May 2012, a round table 'Challenges and Future Prospects of Migration in EuroMed Area' was organized in Portorož in the frame of Spanish module of EuroMed Studies. The panel gathered prominent scholars and politicians along with EMS students from all across the globe.

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 2012 three EMUNI regional days were implemented at the following institutions: University of Zagreb (Croatia), University of Struga (FYROM) and the Iliria Royal University in Priština (Kosovo). 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.

EMUNI Talks

EMUNI Talks are series of events, organized by the EMUNI Foundation that feature prominent figures from the diplomacy, culture and politics. In 2011/2012 the 5th, 6th and the 7th EMUNI Talks lectures were held on following topics:

- Contemporary Arab Literature as a Reflection of Political and Social Changes (Ljubljana);
- Role of Young People in the Arab World (Ljubljana);
- Mental Revolutions and the Revolution of Mentalities (Ljubljana).

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 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.

EMUNI attendance at international events

With the aim to present EMUNI university, contribute to discussions and widen its network, EMUNI attended different international activities, organized by other universities, institutions and organizations:

- ARLEM Plenary session; Bari, Italy, January 2012
- Euro-Mediterranean Round Table for Sustainability; Bari, Italy, January 2012
- Slovenian National Congress on Higher Education Brdo pri Kranju, Slovenia, February 2012
- 2nd Plenary Session of the Slovenian National Commission for UNESCO; Ljubljana, Slovenia, February 2012
- Science Diplomacy - the Nation's Image and Branding; Zagreb, Croatia, March 2012
- 14th AlmaLaurea Survey on Graduates' Employment Condition Rome, Italy, March 2012
- Opening Ceremony of the Diplomatic Academy in Montenegro; Podgorica, Montenegro, March 2012
- The International Crisis Management; Paris, France, March 2012
- Diplomacy in the 21st Century London, United Kingdom, March 2012
- National Conference on Methodology for reforming Tunisian educational system; Gammarth, Tunisia, March 2012
- AUTh - Symposium on International Relations; Thessaloniki, Greece, March 2012
- National Conference on Methodology for reforming Tunisian educational system Gammarth, Tunisia, March 2012
- Euro-Mediterranean Conference on Research and Innovation; Barcelona, Spain, April 2012
- UNAoC Regional Forum; Belgrade, Serbia, April 2012
- Strategic Orientation Council of IEMSR; Paris, France, April 2012
- Knowledge Economy Network's Forum 2012: Developing Knowledge Economy through Partnerships; Maribor, Slovenia, June 2012

- Bled Strategic Forum: on the Strategic Role of EMUNI in the International Politics; Bled, Slovenia, September 2012
- EMUNI at the World's Oldest Diplomatic Academy Vienna, Austria, October 2012.
- Annual UNeECC conference in coorganisation of EMUNI; Maribor, Slovenia, October 2012
- Two Nations & Three Religions in Israel and Palestine; December 2012
- Launch of a Regional Forum Reformiss; Belgrade, Serbia, November 2012
- Laris Gaiser on the Role of the Mediterranean with Herman Van Rompuy; Vienna, Austria, November 2012
- EMUNI at the Annual Conference on Cultural Diplomacy; Berlin, Germany, December 2012.

High level meetings and official visits

An important feature of EMUNI's promotion and increase of visibility and co-operation with the countries of the Euro-Mediterranean area are different tête-à-tête meetings at ministries, embassies and other significant international organizations. In 2012 EMUNI continued its efforts to introduce EMUNI developments to numerous prominent individuals:

- Meeting with Gianni Pittella, EP, 10 February 2012
- Visit to Tunisia, 13 – 15 February 2012, Professor Touhami Abdouli, Secretary of State for European Affairs and former advisor to EMUNI president, and EMUNI president prof. Joseph Mifsud made an official visit to Tunisia, where they met with: Professor Abdellatif Abid Tunisian Minister of Education, Saloua Bahri (Tunisia Diplomatic Institute for training and Studies Director), Professor Faysal Mansouri (Sousse University President), Dr. Ouannes Hafiane, (Director of the "Institut Supérieur des Langues de Tunis" at the University of Carthage and the Director of International Relations).
- EMUNI in Morocco, Rabat, Marrakech, 7 – 9 May. Professor Joseph Mifsud conducted series of meeting with several key Higher Education representatives in Morocco (Minister of Higher Education, Lahcen Daoudi; Ambassador Bad Eddine Allali, Director of the Moroccan Academy of Diplomatic Studies; Professor Mustapha Boussmina, Chanceller at the Hassan II Academy of Science in Rabat)
- Visit to Albania, FYROM and Kosovo, Tirana, Struga, Priština, 8 – 10 June 2012: official visits were made by the EMUNI President. He visited the Mediterranean University in Tirana (Albania), the International University of Struga (FYROM) and the Iliria Royal University in Priština (Kosovo).
- Meeting at the Spanish Ministry of Economy and Competitiveness, Madrid, Spain, 25 June 2012: Prof. Joseph Mifsud made an official visit to Prof. Juan Maria Vazquez Rojas, the Director General for Research for the Spanish Government at the Ministry of Economy
- Meeting with the Secretary General of the Union for the Mediterranean, Barcelona, Spain, 26 June 2012: A meeting was held between the President of EMUNI and H.E. Fathallah Sijilmassi, Secretary General of the UfM. The meeting took place in the presence of Prof. Ilan Chett, Deputy Secretary General of the UfM.
- Visit of the Union for the Mediterranean at EMUNI, Portorož, Slovenia, 19 October 2012, EMUNI welcomed Mrs. Michele Gendreau-Massaloux, a prominent French Professor, in charge of Education in the Union for the Mediterranean, who also worked as advisor to the French President. She was welcomed by Laris Gaiser and Peter Bossman, Mayor of Piran.
- Ambassador of the USA visited EMUNI, Portorož, Slovenia, 24 October 2012: EMUNI welcomed H.E. Mr Joseph Mussomeli, Ambassador of the United States to Slovenia, who was received by Laris Gaiser and EMUNI staff.

Cooperation with international organisations in the region

EMUNI is looking to reinforce its co-operation already established with many international institutions and networks and is looking to play more proactive role in political pillar of the

Euro-Mediterranean relations 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,
- 15th CEI Dubrovnik Diplomatic Forum.
- North South Center of the Council of Europe
- The League of Arab States.

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. Under the new leadership of HE Abdulaziz Al Nasser Al Attiah of Qatar, EMUNI is looking forward to work more closely with the UnoC most notably on issues that touch the south Mediterranean Countries in the Matter of Dialogue among Civilisations as stated in Doha Declaration of 2011.

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.

Although cooperation has not reached the ambitions of both parties, EMUNI will continue to intensify its contacts with Anna Lindh and EMUNI University's new leadership is putting cooperation with this foundation as a top priority for EMUNI University in 2013.

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

EMPA - Working Group for EMUNI

EMPA - Working Group EMUNI is by the decision of the EMPA Bureau of 20 November (Cairo). On 28 November 2012 the Working Group for EMUNI held a session in Brussels. The new EMUNI management introduced new changes in EMUNI's development and the members 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.

15th CEI Dubrovnik Diplomatic Forum

For the second consecutive year EMUNI worked along with the Croatian Ministry of Foreign Affairs to organise the 15th CEI Dubrovnik Diplomatic Forum in May 2012. In the past few years the event has focused on relations with the Mediterranean, Russia and Eastern Partnership, including different aspects of regional and inter-regional co-operation, as well as pinpointing possible contributions in the fields of diplomacy and diplomatic training. The themes are also topical to the EU priorities and challenges, such as the regional and inter-regional aspects of

deepening and widening the EU policies, six axes of priority co-operation within the Union for the Mediterranean, Russia, EU and its neighbourhood etc.

The 2012 forum was run under the theme of Diplomatic training and intercultural dialogue and was marked by the establishment of the so-called "Euro-Mediterranean Association of Diplomatic Academies", in which EMUNI is foreseen to play a significant role in terms of providing pre-posting training for young diplomats.

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

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 2012 due to insufficient funding.

Development of Student Information Database System

The plan was to develop and deploy student information database system in 2012/2013 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 2012 due to insufficient funding.

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

The *International Journal of Euro-Mediterranean Studies* (IJEMS) is a peer reviewed journal aimed at the promotion of intercultural dialogue and exchanges between societies, development of human resources, and assurance of greater mutual understanding in the broad crucial Euro-Mediterranean region. To accomplish this objective, the journal seeks to publish high quality research papers, scientific valuable articles, testimonies and case studies.

The key issues of papers include politics, sociology, economics, growth and development, human geography, environment, business and management, education, international relations, gender studies, life sciences and history.

So far, the topics have focused on civil protection, de-pollution of the Mediterranean, alternative energies, maritime and land highways, higher education and research, and business development in the Mediterranean. For this issue, we are looking for submissions from experts scholars from the broader field of the Euro-Mediterranean studies and related fields of interest.

As of 2012, the journal is published by the renowned publishing house Springer Verlag. The bodies and organs of the journal have been interrelated with two other Springer publications, *Journal Transition Studies Review*, scientific journal of the Transition Studies Network, based in Rome and Venice, and *Journal of Global Policy and Governance*, based in Rome, Venice and Udine universities, in partnership with the Institute of International Studies and the Center for Global Governance at the Fudan University in Shanghai, with a large network of Chinese and Asian universities.

The first issue since the Springer agreement was published in December 2012, including five articles with topics ranging from the geopolitical importance of the Euro-Mediterranean region, equity market risk during the economy crisis, corporate governance and Islamic finance markets. Two more issues will be published in 2013.

Conference proceeding

EMUNI published the Proceedings of 4th EMUNI Research Souk Conference in 2012.

Promotional publications in 2012 include:

- Annual report for 2012,
- Different online and printed promotional material.

8 ACCOUNTING INFORMATION FOR EMUNI UNIVERSITY FOR 2012

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 2012 shall also contain a column with data from the Balance Sheet as of 31st December 2011.

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	227,528	48,052
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	213,158	47,780
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	161,489	45,843
1.	Short-term operating receivables to customers	030	86,015	1,580
2.	Others short-term operating receivables	031	75,474	44,263
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	51,669	1,937
C.	SHORT-TERM ACCRUALS AND PREPAID EXPENDITURES	037	14,370	272
	Off-balance assets	038	0	0
	LIABILITIES (040+043+047+050+055+060)	039	227,528	48,052
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	-69,182	-53,740
1.	Surplus revenues	044	0	0
2.	Surplus expenditures	045	69,182	53,740
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	102,692	101,792
1.	Long-term operating liabilities	051	0	0
2.	Short-term liabilities to suppliers	052	51,435	65,484
3.	Short-term liabilities to employees	053	35,313	30,743
4.	Others short-term operating liabilities	054	15,944	5,565
D.	FINANCIAL LIABILITIES (056 DO 059)	055	194,018	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	194,018	0
E.	SHORT-TERM ACCRUAL AND INCOME COLLECTED IN ADVANCE	060	0	0
	Off-balance liabilities	061	0	0

8.2.2 Notes on the balance sheet

Intangible fixed assets

In 2012, EMUNI University had no intangible long-term assets.

Tangible fixed assets

The EMUNI University had no tangible fixed assets in 2012.

Long-term investments

In 2012, EMUNI University had no long-term investments.

Long-term operating receivables

The EMUNI University had no long-term operating receivables in 2012.

Inventories

There were no inventories in 2012 at EMUNI University.

Short-term operating receivables

As of 31st December 2012, the University had 161,489 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 86,015.57 EUR,
- short-term receivables from the pre-granted advances in the amount of 2,417.26 EUR,
- short-term receivables to the Ministry of Education, Science, Culture and Sport (MESCS) from funding under the contract no. 3330-13-500019 for the month of December in the value of 27,885.95 EUR,
- long-term receivables to the physical persons in total of 39.077,39 EUR, predominantly addressed to the former EMUNI University president prof. dr. Joseph Mifsud.

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 51.669,23 EUR on 31st December 2012.

Deferred costs and accrued revenues

As of 31st December 2012 the value of the deferred costs amounts to 14.369,66 EUR. The main part, i.e. 14.037,08 EUR is made of the principal and interest that EMUNI University has to return to CMEPIUS in the year 2013. A part of the funds in the amount of 6.868,13 EUR have already been returned to CMEPIUS due to the unfulfilled obligations from the agreement nr. 2010-7061-ERASMUS and were charged to the fiscal year 2012. The remaining part of the deferred costs at the value of 332.58 EUR comes from the deferred mobile phone costs and insurance premiums.

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 2012 EMUNI University was obliged to the employees for the payment for the December salary and salary related costs and travel orders in the amount of 35,312.78 EUR. Liability arising from the travel orders predominantly arises from the former president's travel orders.

The average number of employees based on the working hours in 2012 was 7.8.

Short-term liabilities to suppliers

EMUNI University's short-term liabilities to suppliers on 31st December 2012 amount to 51,435.54 and consist of liabilities:

- to domestic suppliers in the amount of 40,021.10 EUR and
- to foreign suppliers in the amount of 11,414.44 EUR.

Other short-term operating liabilities

The other short-term operating liabilities in the total amount of 15,944.45 EUR on 31st December 2012 include:

- liabilities from authorial and single-task work contracts in the amount of 1,065.00 EUR;
- liabilities to the country of the contractual obligations in the amount of 516.82 EUR;
- liabilities to CMEPIUS from the unfulfilled obligations of the agreement nr. 2010-7061-ERASMUS that fall due in the year 2013;
- overpayment from the European Commission in the amount of 325.55 EUR.

Long-term operating liabilities

EMUNI University did not have long-term operating liabilities in 2012.

Short-term and long-term financial liabilities

EMUNI University had short-term financial liabilities from loan agreements with EMUNI Foundation, namely:

- 27,000.00 EUR since December 2011,
- 50,000.00 EUR since September 2012,
- 116,000.00 EUR since December 2012,
- that is 193,000.00 EUR in principal and 1,017.73 EUR in interest.

Long-term financial liabilities

Also in 2012 EMUNI University did not have long-term financial liabilities.

Short-term accruals and deferred income

On 31st December 2012 EMUNI University had no short-term accruals or deferred income recorded.

Surplus of expenditures over revenues

In 2012, EMUNI University generated 15,440.14 EUR in surplus of expenditures over revenues. Along with the surplus of expenditures over revenues from the previous year in the amount of 53,742.00 EUR, the final surplus of expenditures over revenues amounts to 69,182.14 EUR on 31st December 2012.

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 2012 on 2011 is 126, while total expenditure index amounts to 133. Both revenues and expenses were influenced by two large projects financing and payments; i.e. ENPI project and EMUNI/INPDAP scholarships. The index on the labour costs amounts to 93, which shows significant savings on staff costs, influenced by the Act on the Balancing of Public Financing, decreased 2012 budget and drop in staff numbers. The average staff number based on working hours in the accounting period decreased from 11.17 in 2012 to 7.8 in 2012. Costs for goods, material, represent 65% of the total cost structure, while labour costs represent 35% of the total expenditure.

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	651,816	517,302
A. OPERATING REVENUES OF PUBLIC SERVICES ENTITIES (082 do 084-085)	081	651,816	517,302
1. Public finance revenues	082	633,824	515,220
2. Other operating revenues from public entities	083	17,992	2,082
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	19	46
Č. OTHERS REVENUES	091	1	3,012
D. TOTAL REVENUES (080+090+091)	092	651,836	520,360
E. COSTS FOR GOODS, MATERIAL AND SERVICES (094 do 096)	093	427,629	320,655
1. Purchasing value of goods sold	094	0	0
2. Material costs	095	6,838	17,708
3. Service costs	096	420,791	302,947
F. LABOUR COSTS (098 do 100)	097	231,713	255,748
1. Costs of labour and other reimbursement to employee	098	198,950	186,559
2. Social contributions for employees	099	27,688	63,238
3. Other labour costs	100	5,075	5,951
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	0	47

1.	Revalued expenditures	106	0	47
2.	Others costs	107	0	0
J.	FINANCIAL EXPENDITURES	108	1,030	118
K.	OTHER EXPENDITURES (106+107)	109	6,904	117
L.	TOTAL EXPENDITURES (093+097+101+104+105+108+109)	110	667,276	576,685
M.	REVENUE SURPLUS (092-110)	111	0	0
M.	EXPENDITURE SURPLUS (110-092)	112	15,440	56,325
N.	TAX ON INCOME ON GAINFUL ACTIVITY	113	0	0
O.	NET SURPLUS OF REVENUES IN ACCOUNTING PERIOD (111-113)	114	0	0
P.	SURPLUS OF EXPENDITURES IN ACCOUNTING PERIOD (112+113)	115	15,440	56,325
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	7.8	11.17
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 2012, EMUNI University has received in total 651,816 EUR from the activities of non-commercial public companies, from the following sources:

- funds from the budget of RS (MESCS) in the amount of 382,844.79 EUR or 58.7% of total revenues,
- part of funds from EC-ENPI project in the amount of 30,640.17 oz. 4.7 % of total revenues,
- grants under the agreements / contracts in the amount of 220,339.63 EUR oz. 33.8 % of total revenues; the two main sources in this category are:
 - a) INPDAP: 186,400 EUR for EMUNI/INPDAP scholarships and
 - b) ICMPD: 9,117 EUR for the EuroMed Migration III project,
- from the sale of services and reimbursement of costs in the amount of 17,991.68 EUR or 2,80% of total revenue, which is irrelevant in the structure of the 2012 revenues.

Revenues from financial activities

EMUNI University had 18.70 EUR of revenues from financial activities in 2012.

Other revenues

Other revenues amounted to 1.05 EUR in 2012.

EXPENDITURES

Costs of material

The EMUNI University had a total of 6,837.81 of costs of material or less than 1% 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 2012 the University had 420,791 EUR of costs for the services or 63.7% of total costs as follows:

- cost of authorial and single-task contracts in the amount of 107,987.19 or 25.7%
- cost of scholarships and study programmes in the amount of 98,851.70 EUR or 23.5%

- services on the business missions (hotel services, transport services, parking, per diem allowances) in the amount of 54,757.26 EUR or 13%,
- cost of telephone and postal services in the amount of 17,675.05 EUR or 4.2 %
- cost of editing, translation of 12,543.60 EUR or 4 %
- cost of advertising and entertainment in the amount of 12,126.29 EUR or 2.9 %
- cost of intellectual services (IT, printing and auditing services) in the amount of 8,224.42 EUR or 2 %
- cost of accounting services in the amount of 7,200.00 EUR or 1.7 %
- rental costs of 4,358.34 EUR or less than 1%
- 26% 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 231, 712.76 EUR and represent 35% of total costs. They consist of:

- salaries and other salary reimbursement in the amount of 198,950.27 EUR,
- social security contributions in the amount of 27,687.82 EUR,
- other costs of work in the amount of 5,074.67 EUR.

Other costs

EMUNI University had no other costs recorded in 2012.

Financial costs

EMUNI University had financial expenses in the amount of 1,030.11 EUR due to the default interests from short-term loans in the amount of 1,017.73 EUR and differences in negative exchange rates in reference to foreign suppliers in the amount of 12.38 EUR.

Other expenses

The major part in the structure of other expenses, i.e. 6,868.13 EUR, relate to the funds to be returned to CMEPIUS in line with the 2010 agreement. Other unusual expenses arise from the financial penalties and compensation in the amount of 36.27 EUR.

Surplus of expenditures over revenues

As seen in the Statement of revenues and expenditures the surplus of expenses over revenues achieved with the operation of EMUNI University in the year 2012 amounted to 15,440.14 EUR EUR. Along with the surplus of expenses from 2012, the final surplus of expenses revenues on 31st December 2012 amounts to 69,182.14 EUR.

Portorož, 20th February 2013

Accounting report prepared by:

Lilijana Jurcan
Konto Obala d.o.o.

EMUNI University

Laris Gaiser, MA
Acting President

9 APPENDICES

Appendix 1: Members of EMUNI University as at 31st December 2012

Academic Unit for Scientific Researches - Tishreen University	Syria
Academy of Scientific Research and Technology, ASRT	Egypt
ACAM- Association pour la culture et les arts méditerranéens	Tunisia
Adam Mickiewicz University	Poland
Agir ensemble (acting together)	Morocco
Aix Marseille University	France
Al Akhawayn University in Ifrane	Morocco
Al al-Bayt University	Jordan
Al-Azhar University	Palestinian Authority
Al-Balqa Applied University	Jordan
Albanian Diplomatic Academy	Albania
Alexandria University	Egypt
Al-Manar University	Lebanon
Al-Quds University	Palestinian Authority
Andrássy Gyula German Speaking University	Hungary
An-Najah National University	Palestinian Authority
Aristotle University of Thessaloniki	Greece
Beirut Arab University	Lebanon
Ben Gurion University of the Negev	Israel
Birzeit University	Palestinian Authority
CEEUN - Transition Studies World Research Network	Italy
Centro Altiero Spinelli University "Roma Tre"	Italy
CESMO - Center for Middle-Eastern Strategic Studies	Lebanon
CMU - Community of Mediterranean Universities	Italy
College of Enterprise and Administration	Poland
College of Nursing Jesenice	Slovenia
Compostela Group of Universities	Spain
Corvinus University of Budapest	Hungary
Çukurova University	Turkey
Cyprus University of Technology	Cyprus
Democritus University of Thrace	Greece
Dimitrie Cantemir Christian University	Romania
Diplomatic School of the Ministry of Foreign Affairs of the Republic of Armenia	Armenia
Dubrovnik International University	Croatia
Ege University	Turkey
ENSA - Ecole Nationale Supérieure d'Architecture (Ex.EPAU)	Algeria
Eötvös Loránd University	Hungary
Erasmus Hogeschool Brussel	Belgium

ESU - European Students' Union	Belgium
EURASHE - European Association of Institutions in Higher Education	Belgium
Euro-Arabic Educational Network Zenith	France
European Forest Institute	Finland
European Forum at the Hebrew University of Jerusalem	Israel
European Institute of the Mediterranean	Spain
European University Cyprus	Cyprus
Faculty of Economics and Engineering Management (University Business Academy)	Serbia
First Private University FON	Macedonia
Galilee College	Israel
Geneva School of Diplomacy and International Relations	Switzerland
"Gheorghe Asachi" Technical University of Iasi	Romania
Goethe University Frankfurt	Germany
GSG - The Graduate School of Government and European Studies	Slovenia
Hacettepe University	Turkey
Hanze University Groningen, University of applied Sciences	Netherlands
Hashemite University	Jordan
Heliopolis University	Egypt
Ibn Zohr University	Morocco
IEP - Institut d'études politiques de Lille	France
IMRI - Moroccan Institute for International Relations	Morocco
Institut d'études politiques d'Aix-en-Provence	France
Institute of International Law and International Relations at the Faculty of Law "Iustinianus Primus" - Skopje	Macedonia
Institute of Strategic Studies and International Affairs (IEEI)	Portugal
Institute of the Middle East and Far East Studies	Poland
Inter University Centre Dubrovnik	Croatia
Interdepartmental Centre on Human Rights and the Rights of Peoples (University of Padua)	Italy
International School for Social and Business Studies	Slovenia
International Telematic University UNINETTUNO	Italy
ISCTE - Lisbon University Institute	Portugal
Islamic University of Gaza	Palestinian Authority
ISM - International School of Management	Germany
ISSEA - Politecnico di studi aziendali, Università privata a distanza	Switzerland
Istanbul Technical University	Turkey
IULM - Libera Università di lingue e comunicazione	Italy
John Cabot University	Italy
Jordan University of Science and Technology - JUST	Jordan
Kadir Has University	Turkey
Klaipėda University	Lithuania
Kore University of Enna	Italy
Lebanese International University	Lebanon

Lille 2 University of Health and Law	France
Link Campus University	Italy
Manouba University	Tunisia
Maria Skłodowska-Curie University	Poland
Masaryk University	Czech Republic
Medical University - Sofia	Bulgaria
Mediterranean University of Albania	Albania
MED-NET (The Mediterranean Network of Student Representatives)	Malta
Middle East Technical University	Turkey
Modern University for Business & Science (M.U.B.S.)	Lebanon
Montenegro Diplomatic Academy	Montenegro
MOPS - Mediterranean Organization for Promotion and Science	Norway
Moulay Ismail University in Mekness	Morocco
MRP- Mediterranean Renaissance Program (IGU- International Geographical Union)	Italy
Mykolas Romeris University	Lithuania
North-South Centre of the Council of Europe	Portugal
Notre Dame University - Louaize	Lebanon
Nyenrode Business Universiteit	Netherlands
Odysseus Academic Network	Belgium
Open University of Catalonia	Spain
Ovidius University of Constanta	Romania
Palacký University in Olomouc	Czech Republic
Panteion University of Social and Political Sciences	Greece
Peace Institute	Slovenia
PEACE Programme (Programme for Palestinian European Academic Cooperation in Education)	France
Petre Andrei University of Iași	Romania
Pharos University in Alexandria	Egypt
Philadelphia University	Jordan
Polytechnic University of Valencia (UPV)	Spain
Princess Sumaya University for Technology	Jordan
RMEI (Réseau Méditerranéen des Ecoles d'Ingénieurs)	France
Roma Tre University	Italy
Rovira i Virgili University	Spain
Ruppin Academic Center	Israel
Saint Joseph University	Lebanon
SCE, Shamoon College of Engineering	Israel
School of Advanced Studies in Nova Gorica	Slovenia
Scientific Research Centre - SASA	Slovenia
SEDEIC Consortium	Malta
Senghor Univeristy	Egypt
SISSA - International School for Advanced Studies	Italy
Sofia University St. Kliment Ohridski	Bulgaria

State University of Novi Pazar	Serbia
Tampere University of Applied Sciences	Finland
The Institute for Diplomatic Studies	Egypt
UHI Millennium Institute	Uk
ULB- Université Libre De Bruxelles	Belgium
UNIMED - Mediterranean Universities Union	Italy
Univeristy Institute of European Studies	Spain
Universidad de Granada	Spain
Universitat Autònoma de Barcelona	Spain
Université d'Avignon et des Pays de Vaucluse	France
Université de Nice Sophia Antipolis	France
Université de Perpignan Via Domitia (UPVD)	France
Université de Poitiers	France
Université Montpellier I	France
Université Paris 8 Vincennés-Saint-Denis	France
Université Paris-Est	France
University Cadi Ayyad	Morocco
University degli Studi di Sassari	Italy
University Fernando Pessoa	Portugal
University for foreigners of Perugia	Italy
University Jean Monnet, Saint-Etienne	France
University Mediterranean Podgorica	Montenegro
University of Abdelmalek Essaâdi	Morocco
University of Agricultural Sciences and Veterinary Medicine	Romania
University of Aleppo	Syria
University of Aveiro	Portugal
University of Cadiz	Spain
University of Calabria	Italy
University of Catania	Italy
University of Coimbra	Portugal
University of Cyprus	Cyprus
University of East Anglia	United Kingdom
University of Foggia	Italy
University of Gabes	Tunisia
University of Genoa	Italy
University of Girona	Spain
University of Graz	Austria
University of Haifa	Israel
University of Kavala, Institute of Technology	Greece
University of Lisbon	Portugal
University of Ljubljana	Slovenia
University of Macerata	Italy
University of Maribor	Slovenia

University of Massachusetts Lowell	Usa
University of Mohammed V - Agdal - Rabat	Morocco
University of Montenegro	Montenegro
University of Murcia	Spain
University of Naples "L'Orientale"	Italy
University of Nicosia	Cyprus
University of Nova Gorica	Slovenia
University of Palermo	Italy
University of Palestine	Palestine
University of Pannonia	Hungary
University of Pavia	Italy
University of Pécs	Hungary
University of Perugia	Italy
University of Piraeus	Greece
University of Porto	Portugal
University of Prešov	Slovak republic
University of Primorska	Slovenia
University of Rome "Tor Vergata" (Program SGS-School of Global Studies)	Italy
University of Salerno - Faculty of Political Science	Italy
University of Sarajevo	Bosnia and Herzegovina
University of Sousse	Tunisia
University of Szczecin	Poland
University of Szeged	Hungary
University of Teramo	Italy
University of the Aegean	Greece
University of the Algarve	Portugal
University of the Balearic Islands	Spain
University of Trieste	Italy
University of Tunis	Tunisia
University of Udine	Italy
University of Urbino "Carlo Bo"	Italy
University of Westminster	Uk
University of Zadar	Croatia
University Sidi Mohamed Ben Abdellah	Morocco
Universum University College	Kosovo
Virtual University of Tunis	Tunisia
Wadi International University	Syria
Western Galilee College	Israel
Zefat Academic College	Israel
Zrinyi Miklos National Defence University	Hungary

Appendix 2: EMUNI University's Bilateral and Multilateral Agreements

Nr	Letter of Intent	Country
1	ALESCO - Arab League Educational, Cultural and Scientific Organization	TUNISIA
2	University "1 Decembrie 1918" of Alba Iulia	ROMANIA
3	University of Bologna	ITALY
4	CIHEAM - Centre International de Hautes Etudes Agronomiques Méditerranéennes	FRANCE
5	University of Oradea	ROMANIA
6	"Ion Mincu" University of Architecture and Urbanism, Bucharest	ROMANIA
7	Institute of International Relations (Panteion University of Social and Political Sciences in Athens)	GREECE
8	Association of Mathematicians, Physicists and Astronomers of Koper - Center of Experiments Koper	SLOVENIA
9	Peoples' Friendship University of Russia	RUSSIA
10	Faculty for Media	SLOVENIA
11	Institute and Academy for Multimedia	SLOVENIA
12	Centre for Maritime Archaeology, University of Southampton	UNITED KINGDOM
13	Hellenic Centre for Marine Research	GREECE
14	Institute for Policy Studies in Education (London Metropolitan University)	UNITED KINGDOM
15	Mediterranean Center for Arts and Sciences	ITALY
16	Pan-European University	SLOVAKIA
17	Institute of Tourism Studies	MALTA
18	Institute for International Relations and Comparative Law (Comenius Uni., Law)	SLOVAKIA
19	Israeli Center for Mediterranean Sea Research	ISRAEL
20	Rabat School of Governance and Economics	MOROCCO
21	University of Banja Luka	BOSNIA AND HERZEGOVINA
22	Hassan II University Mohammedia - Casablanca	MOROCCO
23	Queen's University Belfast	UNITED KINGDOM
24	Tel-Aviv Academic college of Engineering	ISRAEL
25	Mediterranean University Reggio Calabria - Laboratorio Geomatica	ITALY
26	University of Jordan	JORDAN
27	University of Limerick	IRELAND
28	University College of Economics, Entrepreneurship and Management Nikola Subic Zrinski	CROATIA

Agreements		
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 Mediterranee	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	Morocco
18	Inter University Centre Dubrovnik	CROATIA
19	The Protection Project Johns 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	SPAIN
25	SudgestAid	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	Dubrovnik International University	CROATIA
31	Leadership Academy	BULGARIA
32	Assosiation of Organisations of Mediterranean Businesswomen	SPAIN
33	University of Ljubljana	SLOVENIA
34	The Slovenia Times	SLOVENIA
35	MesEuro, Dubrovnik, Dubrovnik - Neretva county, University of Zagreb, Diplomatic Academy of MFA Croatia	multilateral
36	European Office of Cyprus	CYPRUS
37	ESPRIT - Private Institute of Technology	TUNISIA
38	Association Internationale Espace Numérique Ouvert Pour la Méditerranée	MORROCO
39	Diplomatic Institute for Training and Studies of MFA of the Republic of Tunisia	TUNISIA
40	University of Zagreb	CROATIA
41	the MEDEA Institute of the Mediterranean Citizen's Assembly	BELGIUM
42	Istanbul Aydin University	TURKEY
43	Fondazione Istituto di Ricerca per la Comunicazione della Disabilità e del Disagio	ITALY
44	Yarmouk University	JORDAN
45	Centre for Educational Research and Development, Kosovo	KOSOVO
46	Young Leaders Online Academy	ISRAEL
47	Universita degli Studi Mediterranea di Reggio Callabria - Dipartimento MecMat Laboratorio Geomatica	ITALY
48	University of the People	USA
49	International Catalan Institute for Peace	SPAIN
50	European Institute of Education and Culture (EurActiv.gr)	GREECE
51	Tolerancy International	IRAQ

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