

EURO-MEDITERRANEAN UNIVERSITY

EMUNI University

REPORT FOR THE YEAR 2013

Responsible person for the report:

Prof. Dr. Dušan Lesjak, Acting President of the EMUNI University

The report was adopted by the Management Board at its 25th session, which was held from 21 to 25 February 2014.

The Senate was informed with the report 17th session, which was held from 20 to 24 February 2014.

Portorož, January 2014

Information on the EMUNI University

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1 VISION AND MISSION

1.1 Vision

Euro-Mediterranean University (EMUNI University), headquartered in Slovenia, will significantly contribute to the development of Higher Education and Research Area and to the sustainable development of wider social-economic and cultural environment in the EUROMED countries, as well as to the recognition of Slovenia in the region – Union for the Mediterranean.

1.2 Mission

The EMUNI University is an international association of universities with headquarters in Slovenia. It represents one of the six projects of the Union for the Mediterranean, approved in the frame of a common declaration, adopted in Paris on 13 July 2008. Within the mission of the EMUNI University, the following goals shall be achieved:

- Raising quality of higher education through the implementation of study and research programmes;
- Becoming an international university, which will acknowledge cultural diversity;
- Establishing university environment, which will have a stimulating effect on the integration of different nations and cultures in the academic spheres;
- Ensuring administrative, operational and material infrastructure, which will enable the operation of the university.

The goal of the EMUNI University is to create specialised study programmes among the Euro-Mediterranean universities. The study programmes will cover themes and areas, which are significant for the Euro-Mediterranean area. The study programmes or parts of them will be implemented at the EMUNI University as well as other universities, co-founders of the EMUNI University.

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

The basic mission of the University is to contribute with its higher education activities to strengthening intercultural dialogue in the Euro-Mediterranean region and to contribute to the priority goals of the Barcelona process, which is in the broader sense included also in the Union for the Mediterranean.

1.3 EMUNI Development Strategy 2014-2018

EMUNI University formed the EMUNI Development Strategy for the period 2014-2018. Discussions about the EMUNI development strategy have often been held during sessions of the EMUNI bodies. The EMUNI University strengthened its basis for the development of the strategy in 2013 with self-evaluation reports and discussions during sessions of EMUNI bodies.

The EMUNI Management Board adopted the EMUNI Development Strategy 2014-2018 at its 23rd session on 21 November 2013. The EMUNI Development Strategy for the period 2014-2018 will be adopted in the beginning of the year 2014. In 2014 the EMUNI University will pursue and implement the goals set by the work plan and in compliance with the strategy.

- **INTRODUCTION**

Full name of the University:	Euro-Mediterranean University
Abbreviated name:	EMUNI University
Name in English language:	Euro-Mediterranean University
Abbreviated name in English language:	EMUNI University
Name in French language:	Univeristé Euro-Méditerranéenne
Abbreviated name in French language:	Univeristé EMUNI
Seat of the University:	Portorož, Sončna pot 20
Registration number:	3487288
Tax number:	SI79525415
Telephone:	+386 59 25 00 50
Fax:	+386 59 25 00 54
Website:	www.emuni.si
Legal act:	Statute of the EMUNI University, 26 November 2008 (amendments of the Statute on 27 November 2010 and on 25 November 2011)

Since its establishment in 2008, the EMUNI University, one of the priority projects of the Union for the Mediterranean, has become an international institution, which gathers expert knowledge and experience of the Euro-Mediterranean countries and thus contributes in a significant way to the creation of a unified, integrated Euro-Mediterranean higher education and research area.

University to a large extent conducts its operation at its seat in Portorož, where the spatial conditions for some of its activities are fulfilled. When additional premises are needed, they are rented at the academic institutions in the surroundings.

The EMUNI University can implement the study activity in all study areas, classified in accordance with the international classification Isced (UNESCO, 1997). The EMUNI University organizes the implementation of study programmes, which are accredited at the partner universities in Slovenia and other member countries of the EMUNI University. The University conducts research activities in all scientific fields of research, classified in accordance with the international classification Frascati (UNESCO, 2002).

Important dates:

- February 2009: entry into the court register;
- June 2009: accreditation of the first study programme at the EMUNI University, which has already been accredited at the University of Maribor;
- July 2009: EMUNI University is entered into the Register of Higher Education Institutions in the Republic of Slovenia;
- December 2009: EMUNI University obtains the Erasmus University Charter;
- July 2011: two master study programmes (Business Communication in the International Environment and Environment Analyses and Management) are entered into the Register at the Ministry, competent for higher education.

2.1 University bodies

The EMUNI University is an international association of universities. The EMUNI University has the following bodies:

- General Assembly,
- Management Board,
- Senate,
- Vice President for Study Affairs,
- Vice President for Administrative and Financial Affairs,
- President of the University,
- Student Council.

General Assembly – The General Assembly of the EMUNI University is convened when necessary, in general once a year to discuss general policies and guidelines for the operation of the university. Each signatory of the Foundation Charter has one member at the General Assembly.

Chairing of the General Assembly:

Year	No. of members	No. of countries	Vice-Chair 1	Vice Chair 2
2009	114	32	Prof. Hassan Nadir Kheirallah	Prof. Maurits Van Rooijen
2010	141	37	Prof. Giuseppe Giliberti	Prof. Ahmed Nouredine Helal
2011	206	42	×	prof. António Sampaio da Nova
2013*	212	47	Prof. Hassan Nadir Kheirallah	Prof. Marko Pavliha
2013	206	41	Prof. Hassan Nadir Kheirallah	Prof. Marko Pavliha

* In February 2013 the General Assembly was convened instead of in November 2012

The responsibilities of the General Assembly are stipulated in Articles 14 and 15 of the EMUNI University Statute.

According to the Statute, the General Assembly 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 Register of the members of the General Assembly.

The Management Board is a University management body. The Management Board of the University is composed of 10 members coming from 7 countries. The members of the Management Board were appointed at the General Assembly on 23 February 2013 (Piran, Slovenia). Members (listed by alphabetical order):

- o Chris Soler, Malta,
- o Dragan Marušič, Slovenia,
- o Giuseppe Giliberti, Italy,
- o Hassan Nadir Kheirallah, Egypt,
- o Ilan Chet, Spain,
- o Inga Dailidienė, Lithuania,
- o Mohammed Shabat, Palestinian Territory,
- o Oto Luthar, Slovenia,

- Patrik Vlačič, Slovenia,¹
- Peter Volasko, Slovenija.

The Chairman of the Management Board is since 12 July 2012 Hassan Nadir Kheirallah, Egypt. The Management Board operates in accordance with the provisions of the Statute of the EMUNI University, Articles 17, 18, 19.

The Senate The composition of the Senate takes into consideration the study areas and academic as well as scientific and research disciplines, as well as guarantee the representation of all members of the Union for the Mediterranean, thus realizing the mission of the University.

Members of the Senate, nominated on 31 May 2013, are:

- Prof. Dr. Dušan Lesjak, Slovenia (President),
- Prof. Dr. Alejandro del Valle Galvez, Spain,
- Prof. Dr. Antoine Hokayem, Lebanon,
- Prof. Dr. Frédérique Vidal Zoccola, France,
- Prof. Dr. Giuseppe Cataldi, Italy,
- Prof. Dr. Gorazd Meško, Slovenia,
- Prof. Dr. Gregory Overton Smith, Switzerland,
- Prof. Dr. Inga Dalidienė, Lithuania,
- Prof. Dr. Jacek Ireneusz Witkos, Poland,
- Prof. Dr. Jilani Lamloumi, Tunisia,
- Prof. Dr. João Casqueira Cardoso, Portugal,
- Prof. Dr. Joseph Shevel, Israel,
- Prof. Dr. Karim Moustaghfir, Morocco,
- Prof. Dr. Labib M. M. Arafah, Palestine,
- Prof. Dr. Marwan R. Kamal, Jordan,
- Prof. Dr. Mohammed Shabat, Palestine,
- Prof. Dr. Nuhad Abdalla, Syria,
- Prof. Dr. Panayotis J. Tsakonas, Greece,
- Prof. Dr. Seddik AbdelSalam Tawfik, Egypt.

President: Acting President, Prof. Dr. Dušan Lesjak, was appointed at the 17th session of the EMUNI Management Board in Piran with a term of office from 1 April 2013 until 31 December 2013. The president is the management and expert body of the University and its legal representative. In accordance with the call for the new international president, the new president shall start its function on 1 January 2014.

Vice President for Study Affairs: appointed and relieved from his post by the Senate and he is responsible for the area of study affairs at the University.

Vice President for Administrative and Financial Affairs: appointed and relieved from his post by the Management Board and is responsible for administrative and financial affairs of the university.

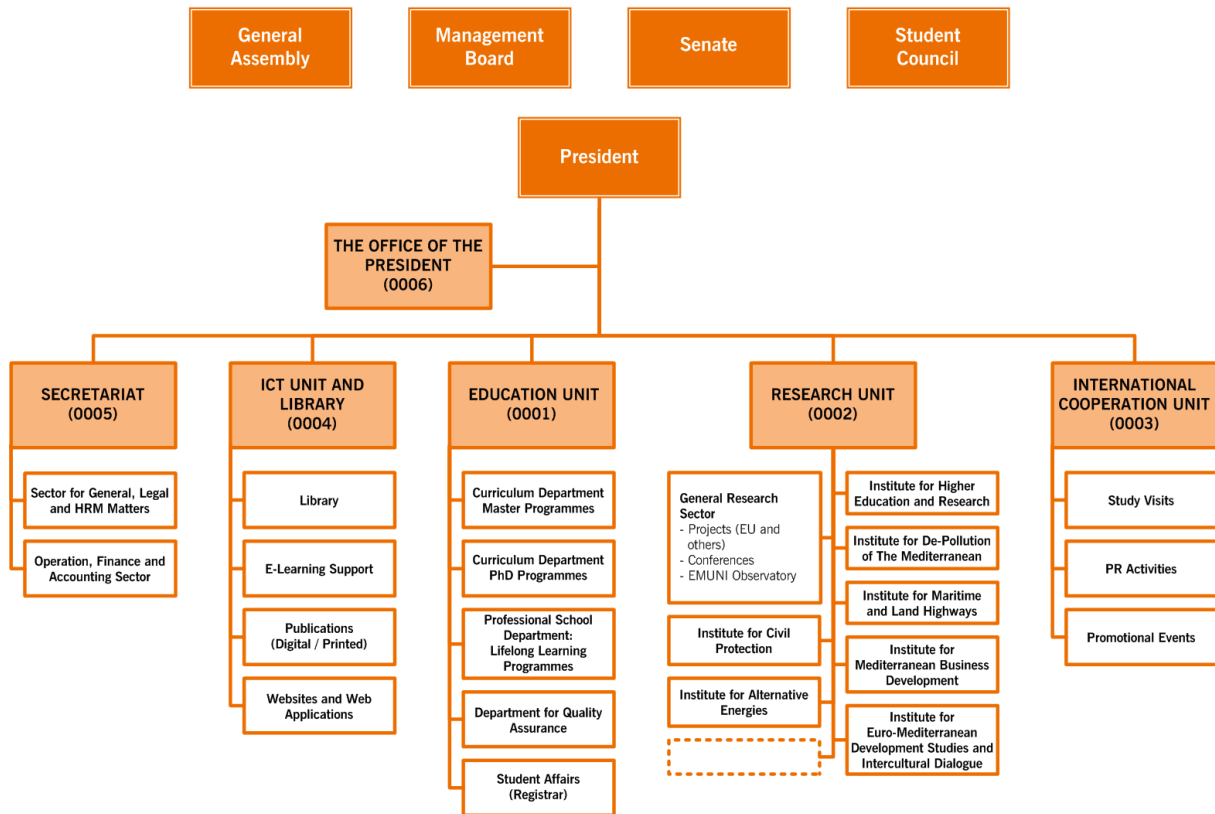
Student Council: The student council of the EMUNI University will be constituted, when the University has its own students. The legal basis for the cooperation of students by the functioning of the EMUNI University is currently being prepared.

¹ He was nominated as member of the Management Board by the Government of the Republic of Slovenia on 5 December 2013.

2.2 Organisation

Organisation structure

Organisational chart of the EMUNI University is schemed below.



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

- **LEGAL BASIS AND GOALS**

3.1. Legislation

The EMUNI University is an international association of universities, established by means of the EMUNI University Memorandum of Association and in conformity with the Foundation Charter of the EMUNI University and pursuant to the Act Amending the Higher Education Act (RS Official Gazette, no. 64/08).

The EMUNI University is an international association of universities with a seat in Slovenia, organised as a Slovenian legal entity, registered as a private institution. Being registered in Slovenia, it is primarily governed by Slovenian law. Signatories of the agreement and other members of the General Assembly may exercise the founders' rights in the University in accordance with the Statute of the University.

Basic legal basis of the operation:

National:

- Higher Education Act (RS Official Gazette, No. 32/12 Official consolidated text, 40/12 – Fiscal Balance Act, 57/12 – Road Transport Act-2D and 109/12);
- Research and Development Act (RS Official Gazette, No. 22/06 Official consolidated text, 61/06 – Societies Act-1, 112/07, 9/11 and 57/12 – SPOP-1A;
- Resolution on the national programme of RS higher education (RS Official Gazette, No. 41/11);
- Professional and Academic Titles Act (RS Official Gazette, No. 61/06 and 87/11-ZVPI);
- Regulation amending the Decree on budgetary financing of higher education institutions and other institutions (RS Official Gazette, No. 7/11, 34/11- dec. US, 64/12 and 12/13);
- Rules on tuition fees and other contributions in Higher Education (RS Official Gazette, No. 40/94 and 45/98);
- Rules on Diploma Supplement (RS Official Gazette, No. 56/07 and 39/12);
- Rules on preregistration announcement and enrolment in higher education (RS Official Gazette, No. 7/10, 3/11 6/12 and 7/13);
- Regulations on tuition fees and accommodation in students' dormitories for Slovene Nationals without Slovene citizenship and foreigners in the Republic of Slovenia (RS Official Gazette, No. 70/08).

International acts:

- »Towards a Euro-Mediterranean Higher Education & Research Area: First Euro-Mediterranean Ministerial Conference on Higher Education and Scientific Research (Cairo Declaration)«, 18 June 2007;
- Joint Declaration of the Paris Summit for the Mediterranean, Paris, 13 July 2008;
- European Convention on the Recognition of the Legal Personality of International Non-Governmental Organisations, Strasbourg, 24.IV.1986; RS Official Gazette, No. 44/1993 (Slovenia, 1 January 1994);
- Vienna Convention on the Law of Treaties between States and International Organizations or between International Organizations (1986), 1155 UNTS 331;
- Agreement concerning the Central European Exchange Programme for University Studies (CEEPUS III) (RS Official Gazette, No. 104/10);
- Declaration adopted by the Speakers of the Parliaments of the Union for the Mediterranean, Marseille, 7 April 2013.

General Acts of the EMUNI University:

- Foundation Charter of the EMUNI University from 30 November 2008;
- The EMUNI University Memorandum of Association from 26 November 2008;
- The EMUNI University Statute, adopted on 26 November 2008, amended on 27 November 2010 and 25 November 2011;
- Criteria for appointment to the titles of teachers, scientists and employees in higher education at the EMUNI University, adopted on 14 December 2012;
- Quality Manual at the EMUNI University, adopted on 14 December 2012;
- Rules on the reimbursement of costs to the members of the bodies at the Euro-Mediterranean University – EMUNI, adopted on 3 July 2013;
- Regulation on the working time at EMUNI University, adopted on 31 October 2013;
- Regulation on business trips, 18 November 2013;
- Regulation on annual leave and other absence from work, adopted on 17 November 2013;
- Regulation on the signature of official documents, adopted on 20.12. 2013.

3.2 Long-term/strategic goals of the EMUNI University

The long-term strategy of the EMUNI University is to become a well-recognisable international university in the Euro-Mediterranean area, to link higher education institutions and experts within the university programmes and to develop common study programmes in the frame of priorities of the Union for the Mediterranean.

Long-term/strategic goal	Measurements (tasks) for achieving long-term goals	Name of the indicator/indicators	Indicator baseline value in 2013	Indicator target value in 2016
To make a 2014-2018 development strategy of EMUNI	Analysis of the past work at EMUNI, analysis of the trends in the region, Slovenian and international area	EMUNI 2013-2017 development strategy	0	1
	Consolidation of the EMUNI University (status, personnel and financial)	Consolidated EMUNI University	partial	YES
To implement accredited post-graduate and graduate study programmes	Defining topics, which are of interest for the Euro-Mediterranean area; defining partners, who will co-operate in the project; accreditation, calls, implementation of graduate and post-graduate study programmes	Number of accredited graduate and post-graduate study programmes; valid accreditation at the Slovenian Quality Assurance Agency for Higher Education	0	5
To implement international educational activity, which complements academic activities	Implementation of international summer schools, international events and conclusion of bilateral Erasmus agreements and other agreements	Number of summer schools	17	20
To maintain and strengthen the EMUNI network	Spreading the network of EMUNI partner universities and other institutions	Number of international agreements (partners of EMUNI University)	205	250
		Number of international events	2012, 2	2016, 3
To strengthen research work, related mainly to education	Preparation and applications to projects together with partners	Number of research projects, where EMUNI is the applicant or partner	4	10
To issue the international scientific journal IJEMS	Continued issue of the journal IJEMS, settling the relations with Springer	Number of issued journals annually	2	4

Long-term/strategic goal	Measurements (tasks) for achieving long-term goals	Name of the indicator/indicators	Indicator baseline value in 2013	Indicator target value in 2016
	publishing, ensuring funds			
To improve personnel structure	Enhancing a higher number of employees at the EMUNI University for the support and development of activities	Number of employees	8	12
To achieve diversity in the financial resources structure	Obtaining various sources of financing for regular activities	Percentage of private resources in the total income mass	1 %	40 %
Institutional accreditation of the University	Fulfilling the conditions for the prolongation of the accreditation	Extending the accreditations for the next 7 years	accreditation until 2016	accreditation until 2023

3.3 Short-term annual goals

The implemented work plan for the year 2013 is summoned in the table below.

Academic year 2012/13 lasts from 1 October 2012 until 30 September 2013 (Higher Education Act 32/2012-UPB7, Article 37).

Academic year 2013/14 lasts from 1 October 2013 until 30 September 2014 (Higher Education Act 32/2012-UPB7, Article 37).

Short-term goals at the educational field for 2013/14 are described in a more detailed way in Chapter 4.

Educational activities

Short-term annual goal for 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved value of the indicator)	Explanation of the differences
Notification of 2 nd Bologna Cycle study programmes at the Slovenian Quality Assurance Agency for Higher Education and entry into the register	2012/2013, 0	2013/2014, 3	<ul style="list-style-type: none"> - Management and Quality in Education - European Studies and Foreign EU relations - Information Technology in Construction 	UNACCOMPLISHED	<ul style="list-style-type: none"> - Management and Quality in Education: due to the increased workload related to the adjustments with the University in Urbino 'Carlo Bo' we have not managed to accomplish this - European Studies and Foreign EU relations The head of the study programme informed the management of the University of Maribor- Faculty of Education, that at this point they will not cooperate with EMUNI in the implementation of the Study Programme. - Information Technology in Construction: discussions are held that the University of Maribor (Faculty of Civil Engineering) develops a

Short-term annual goal for 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved value of the indicator)	Explanation of the differences
					programme and accredits it through EMUNI
Accreditation of the 2 nd Bologna Cycle study programme at the SQAA and entry into the register	2012/2013, 0	2013/2014, 1	- Euro-Mediterranean and Intercultural studies	UNACCOMPLISHED	The accreditation procedure is not terminated – we are waiting for the SQAA decision
Accreditation of professional upgrading study programmes at the SQAA and entry into the register	2012/2013, 0	2013/2014, 2	- Euro-Mediterranean Studies (EMS) - Three religions and two nations in Israel and Palestine	PARTLY ACCOMPLISHED	- Euro-Mediterranean Studies: program je v postopku akreditacije pri NAKVIS - Three religions and two nations in Israel and Palestine: due to the amendments in the programme it was implemented as a course in the frame of Euro-Mediterranean studies
Implementation of preparatory activities for the implementation of study programmes, which are already entered in the register	2012/2013, NO	2013/2014, YES	- Environmental analysis and management	UNACCOMPLISHED	Due to the great amount of workload, related to the implementation of the study programme »Intercultural Business Communication« we have not focused on this programme
			- Intercultural Business Communication	ACCOMPLISHED	In the work programme for the year 2013 these activities were not envisaged, but due to the planned implementation we needed to start the preparatory activities already in 2013
Implementation of the 2 nd Bologna Cycle study programme under EMUNI label	2012/2013, 1	2013/2014, 1	Implementation of the 2 nd Bologna Cycle study programme under EMUNI label	UNACCOMPLISHED	In 2013 no agreements on the implementation of the EMUNI label were concluded
Implementation of international educational activity,	2012, NO	2013, YES	Signing the agreement with the University of Bari 'Aldo Moro'	ACCOMPLISHED	In the work programme for the year 2013 this activity was not envisaged

Short-term annual goal for 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved value of the indicator)	Explanation of the differences
which complements academic activities					
Implementation of international educational activity, which complements academic activities	2012, NO	2013, YES	Achieving an agreement on the start of the preparatory activities for the implementation of the 3rd Bologna cycle study programmes under »UfM label«	ACCOMPLISHED	In the work programme for the year 2013 this activity was not envisaged

Professional upgrading study programme Euro-Mediterranean Studies

Short-term annual goal for 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved value of the indicator)	Explanation of the differences
Implementation of the professional upgrading study programme Euro-Mediterranean Studies	2012/2013, 1	2013/2014, 1	Implementation of the professional upgrading study programme Euro-Mediterranean Studies	ACCOMPLISHED	The study programme was implemented at the EMUNI University in March 2013; In May 2013 it was also implemented at the University l'Orientale in Naples
Implementation of international educational activity, which complements academic activities	2012, NO	2013, YES	Implementation of the courses Political science and Near East studies and Three religions and 2 nations in Israel and Palestine in the frame of Euro-Mediterranean Studies at the Galilee International Management Institute in Israel	ACCOMPLISHED	In the work programme for the year 2013 this activity was not envisaged

EMUNI scholarship scheme

Short-term annual goal for 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved value of the indicator)	Explanation of the differences
To develop an EMUNI scholarship scheme	2012, NO	2013, YES	To prepare the text of the scholarship scheme	ACCOMPLISHED	/

EMUNI Summer Schools

Short-term annual goal for 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved value of the indicator)	Explanation of the differences
Translation in Tourism	2012/2013, 10	2013/2014, 15	Implementation of the summer school	ACCOMPLISHED 5 participants	Less participants as envisaged applied
EMUNI Translation Studies Doctoral and Teacher Training Summer School	2012/2013, 14	2013/2014, up to 17	Implementation of the translation summer school	ACCOMPLISHED 17 participants	/
Innovation in Business – environmental challenges (Celje)	2012/2013, 0	2013/2014, up to 15	Implementation of the summer school and the workshop	ACCOMPLISHED 12 participants	Less participants as envisaged applied
Academic writing for publishing of scientific articles in international journals (Zadar, Croatia)	2012/2013, 0	2013/2014, up to 15	Implementation of a workshop for doctoral students as a part of the summer school Innovation in Business – environmental challenges (Celje)	ACCOMPLISHED 17 participants	More participants as envisaged applied

Lifelong learning programmes

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
Possession of the Erasmus Mobility Charter 2007-2013	2007-2013, yes	2014-2020, yes	Application and prolongation of the ECHE (<i>European Charter for Higher Education</i>) for the Erasmus mobility	ACCOMPLISHED EMUNI University has successfully prolonged the ECHE	/
Cooperation of the EMUNI University as a partner in international projects of the lifelong learning programmes	2012, 3	2013, 4	Cooperation as a partner lifelong learning programmes (Erasmus Mundus in Erasmus Tempus)	ACCOMPLISHED	EMUNI as a partner applied with 4 projects, but none has been financially supported.

EMUNI Antenna at the University Carlo Bo in Urbino

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
To establish an EMUNI antenna	2012, 0	2013, 1	To prepare an agreement on the establishment of the EMUNI antenna	UNACCOMPLISHED	The agreement is still being discussed.

INPS

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
To ensure scholarships for studying at EMUNI member university	2012, 16	2013, 11	To continue with the implementation of the scholarship initiative	ACCOMPLISHED	/

Events, where EMUNI University is a (co)organiser and partner

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
Implementation of national and international events	2012, 0	2013, up to 50	EMUNI development conference	ACCOMPLISHED HE&R Research Conference held at Brdo pri Kranju	/
Organisation of the <i>peer-to-peer meeting</i> in Portorož under the EUROMED Migration III	2012, 0	2013, up to 60	Organisational – logistic preparation of the event	ACCOMPLISHED More than 60 participants	/
To finish the ENPI project	2012, 6 / 4 / NO	2013, 6 / 4 / Yes	Preparation of the study programmes and EMUNI policies; payment of all financial obligations	PARTLY ACCOMPLISHED Programmes are prepared, the payments have not been done yet	Financial obligations are not concluded due to the evaluation of the EC.
	2012, 0	2013, 14	Evaluation of the ENPI study programmes	ACCOMPLISHED All study programmes of the ENPI project were evaluated	/
To cooperate in the project ACP-EU	2012, NO	2013, YES	Preparation of the project documentation, ensuring good practice cases	ACCOMPLISHED The Project was approved, we started to fulfill the first partner responsibilities	/

Other international activities

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
Participation at the event and representing the EMUNI University	2012, 0	2013, 1	Participation at the forum of the Anna Lindh Foundation (ALF)	ACCOMPLISHED	/
Participation at the event and representing the EMUNI University	2012, 1	2013, 2	Participation at the meeting of the Union for the Mediterranean	ACCOMPLISHED	/
Participation at the event and representing the EMUNI University	2012, 1	2013, 1	Participation at the meeting <i>German Marshall Fund of the United States</i>	ACCOMPLISHED	/
Participation at the event and representing the EMUNI University	2012, 1	2013, 1	Participation at the session of the working group EMPA (<i>Euro-Mediterranean Parliamentary Assembly</i>)	ACCOMPLISHED	/
Participation at the event and representing the EMUNI University	2012, 1	2013, 2	Participation at the meeting and sessions at the institution levels: EU, ICD Berlin, Vienna diplomatic Academy	ACCOMPLISHED	/
Organisation of a <i>peer-to-peer meeting</i> in Portorož in the frame of the EUROMED Migration III	2012, 0	2013, 3	Organisational-logistic preparation of the event	ACCOMPLISHED EMUNI helped in the organisational and logistic preparation of the event	/

Research

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
Approved research		2013, 1	Preparation and application	PARTLY	Due to a big number of partners there

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
projects related mostly to education	2012, 1		of projects in cooperation with partners	ACCOMPLISHED An agreement on the cooperation of EMUNI in the CALAME project is accomplished	was a delay in the application of the project to tenders.
To cooperate in the Handson ICT4T project	2012, NO	2013, YES	Preparation and implementation of the pilot project	ACCOMPLISHED All partner responsibilities were fulfilled	/

Scientific journal IJEMS

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
Issue of the IJEMS	2012, 2	2013, 2	Editorial activities in connection with the publication of scientific activities in IJEMS	ACCOMPLISHED 2 IJEMS issues were released	/

IT services, technical support and informational-communicational technologies

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
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To update the information system and ensure the access to the infrastructure for libraries of partner universities	2012, YES	2013, YES	Maintaining and updating programme solutions	ACCOMPLISHED Programme-technical equipment was maintained and updated	/
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Consolidation of the EMUNI University (financial and statutory)

Short-term annual goal for the year 2013	Indicator baseline value (year and value)	Indicator target value in 2013	Measurements (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2013 (achieved indicator value)	Explanation of the differences
Financial consolidation and stabilisation of the EMUNI University	2012, partial	2013, agreement concluded	Paying of operating costs for the use of premises of the EMUNI University and settling the rent with the competent Ministry	PARTLY ACCOMPLISHED Operating costs have been paid, while the agreement for the usage/rent is in the final phase	Due to the adjustments, a time delay occurred
	2012, partial	2013, YES	Payment to the national agency CMEPIUS in installments	ACCOMPLISHED we settled all obligations to CMEPIUS	/
	2012, NO	2013, partial	Payment of costs incurred by issuing the international journal IJEMS	ACCOMPLISHED we paid 2 installments	/
Supplements to the formal legal frame of the internal operations of the EMUNI University	2012, NO	2013, YES	To prepare formal-legal acts on the internal operation, prepare Statute changes of the EMUNI University. Conducting internal revision.	ACCOMPLISHED 5 internal legal acts were adopted	/

- **IMPLEMENTATION OF ACTIVITIES**

4.1 Educational activity

4.1.1 Implementation of study programmes in the academic year 2013/14

In the academic year 2013/2014 the EMUNI University did not implement post-graduate study programmes.1 Professional Upgrading Study Programme was implemented. EMUNI filed an application for the accreditation of a master study programme and a Professional Upgrading Study Programme at the Slovenian Quality Assurance Agency for Higher Education (SQAA). EMUNI University also conducted intense preparatory activities for the implementation of the mentioned study programmes and professional upgrading study programmes in 2014/2015.

4.1.2 Accreditation and notification of study programmes

Accreditation of the 2nd Bologna Cycle study programme and entry into the register: »Euro-Mediterranean and Intercultural Studies«

The programme was submitted to accreditation with the SQAA in February. The master study programme lasts for two years and provides students with general competencies for working in the cultural and business environment of the Euro-Mediterranean region, as well as provides an insight into the historical, political, cultural and business characteristics of the region. The programme focuses on international relations and diplomacy, legal systems and business flows in the Mediterranean, EU law, transport and ethical characteristics of the Mediterranean, geography, history and art of the Mediterranean, environmental issues and human rights in the Euro-Mediterranean region. Following the comments of the SQAA, all formal and content insufficiencies were amended and the application was completed in October 2013. In November the EMUNI University was visited by an expert group, which made a report on the basis of the visit. The accreditation procedure is thus in the final phase as in the following months the application result will be decided by the SQAA Council.

Accreditation of the professional upgrading study programme and entry into the register: »Euro-Mediterranean Studies«

In October 2013 EMUNI submitted an application for the accreditation of the professional upgrading study programme »Euro-Mediterranean Studies« to SQAA. The professional upgrading study programme EMS provides students with a broad understanding of Euro-Mediterranean region from different perspectives (economic, social, political, cultural and environmental etc.).

Explanation of the differences:

The Master study programme and the professional upgrading study programme have not yet been accredited due to the lengthy procedure.

Envisaged notification or the entry of three master study programmes and the professional upgrading study programme in the register was not accomplished in 2013.

The professional upgrading study programme »Three religions and two nations in Israel and Palestine« was not implemented due to changes in the curriculum, as it was implemented as an independent course within the professional upgrading study programme "Euro-Mediterranean Studies".

Head of the Master study programme "European Studies and External Relations of the European Union" informed the leadership of the Faculty of Law, University of Maribor that for now they will not cooperate in the implementation of the study programme with the EMUNI University.

For the Master's program "Information Technology in Construction" talks with the Faculty for Civil Engineering, University of Maribor, are being held to develop the programme and accredit it through EMUNI.

We were unable to accredit the Master study programme "Management and Quality in Education" due to the increased scope of work in coordination with the University of Urbino "Carlo Bo".

4.1.3 Preparatory activities for the implementation of study programmes which have already been entered into the register

Master Study Programme "Intercultural Business Communication"

In 2013, agreements and coordination with the University of Urbino "Carlo Bo" were taking place in relation to the implementation of the Master study programme Intercultural Business Communication, in which the students, who will partly carry out their obligations at another university, gain a double degree. Consensus was reached regarding the terms and procedure of cooperation in the implementation. The agreement was finalized at the end of 2013 and will be signed in January 2014.

In the frame of the study programme students gain the ability to communicate effectively in complex business environments, such as international companies and small and medium-sized companies, which are planning the process of internationalization. They acquire knowledge of the cultural characteristics of the country, the language of which they are studying, and acquire understanding of the dynamics of intercultural communication. They are trained to work in the business world management in a multicultural environment, public and private organizations and analytical companies.

Explanation of the differences:

The study programme Intercultural Business Communication is notified and entered into the register by the EMUNI University. This study programme was developed by the University of Urbino "Carlo Bo" and given for the implementation to EMUNI. In the period since the creation of the programme until the moment when it was given to EMUNI, there was a change in the agreement, as both partners wish to implement the same study programme at both, at the EMUNI University as well as at the University of Urbino "Carlo Bo". Because of this the EMUNI University had to change the study programme in the same way as the University of Urbino "Carlo Bo" did.

Arrangements for the implementation of the study programme Environmental Analysis and Management with the University of Palermo are currently not envisaged.

4.1.4. Implementation of international educational activities that complement the academic activity

In November 2013, the EMUNI University and the University of Bari 'Aldo Moro' signed a Memorandum of Understanding between the EMUNI and the University of Bari (Department of Ionian legal and economic systems in the Mediterranean), with which the institutions identified cooperation in the area of study programmes, research projects, participation in conferences, symposiums and other events.

4.1.5. Implementation of international educational activities that complement the academic activity

In 2011, at the Secretariat of the Union for the Mediterranean decided that the EMUNI University in collaboration with partner universities starts implementing 2nd Bologna Cycle and 3rd Bologna Cycle Study Programmes with "UfM label". In 2013 the EMUNI University carried out an inquiry among the partner institutions for the implementation of 3 courses of the 3rd Bologna Cycle. In 2014 we will try to identify those universities with the Union for the Mediterranean that have, or would have been willing to implement 3rd Bologna Cycle Study Programmes in the academic year 2015/2016 in the following areas:

:

- Good governance and the development of public policies;
- Leadership in education, management and organizational development;
- Establishing institutions for human rights and democratization.

4.2. Professional upgrading study programme »Euro-Mediterranean Studies«

The professional upgrading study programme EMS provides students with a broad understanding of the of the Euro-Mediterranean region from different perspectives (economic, social, political, cultural, environmental, etc.). The programme was implemented in March at the seat of EMUNI in Portorož. It was attended by 14 students from Italy and Bulgaria, who participated in courses delivered by 8 lectures in the English language.

The professional upgrading study programme EMS was also carried out at the University of L' Orientale in Naples in May 2013. It was attended by seven professors and 27 students from Spain and Italy.

Explanation of the differences:

Due to the expressed interest the professional upgrading study programme EMS "Euro-Mediterranean Studies" was also held at the University of L' Orientale in Naples. The study programme was therefore carried out twice in 2013.

4.2.1 Implementation of international educational activities that complement the academic activity

In 2013 at the Galilee International Management Institute in Israel held two programmes carried out in the framework of the professional upgrading study programme EMS. The course "Political Science and Middle Eastern Studies" was implemented in July, attended by 12 students. In addition, in December 2013 and January 2014 lectures were held under the title "The three religions and two peoples of Israel and Palestine", which were attended by 11 students from 8 countries.

4.3. EMUNI scholarship scheme

In 2013, the EMUNI University began with the creation of its Scholarship Scheme, which will be used to obtain funds for providing scholarships for students from the Southern Mediterranean countries. The purpose of the scholarship scheme is to encourage the student enrolment in EMUNI courses, which will be offered in the academic year 2014/2015. With this we want to attract students mainly coming from the southern part of the Mediterranean and to meet the goal of the Union for the Mediterranean - EMUNI University as an institution and a lever for intercultural integration. The scholarship scheme will be fully realised in the spring 2014.

4.4. EMUNI Summer Schools

The EMUNI University organized summer schools for the sixth time. EMUNI Summer Schools are implemented in collaboration with partner institutions of the EMUNI University. The following summer schools were implemented in 2013:

- Translation for Tourism (Aristotle University of Thessaloniki), in the frame of which the following summers schools were held: *Interlinguistic Communication for Tourism* and *The Apulia of the travellers*, attended by 5 students,
- EMUNI Translation Studies Doctoral and Teacher Training Summer School (University of Ljubljana) – 17 participants,
- Innovation in Business – Sustainable development of rural tourism (international School for Social and Business Studies, Celje), 12 participants.

As part of the Summer School "Innovation in business" a workshop for doctoral students was conducted - Academic writing for the publication of scientific articles in international journals (Zadar, Croatia), which was attended by 17 participants.

4.5. Lifelong learning programmes

The EMUNI University signed 40 ERASMUS bilateral agreements with partner institutions. Bilateral agreements are the basis for the participation in the programme Erasmus + and enable direct participation in the fields of student exchange, staff and faculty exchange. In 2013 the EMUNI University successfully extended the Erasmus University Charter 2014-2020, which will enable its participation in the Erasmus project.

From April to June 2013 the EMUNI University hosted two students from the University of Bergamo (Italy) and the University of St. Kliment Ohridski (Bulgaria) within the framework of the "Erasmus student mobility." The purpose of the exchange was to enable students getting educational, cultural and linguistic experiences and gain practical experience in the field of international cooperation.

In the context of lifelong learning programmes, the EMUNI University was invited to participate in the following projects:

- 1 The project EDULAND (the applicant institution was Cestas, Italy)
- 2 Project Euro-Mediterranean Cooperation Studies - EUMECO (the applicant was the University of Maribor, Slovenia)
- 3 The project Intercultural Exchange for Internationalization (the applicant was the Islamic University of Palestine)
- 4 Internationalization project for Palestinian Higher Education Institutions (the applicant was the Islamic University of Palestine).

According to the objective of the work plan for 2013, the EMUNI University was invited to participate in all four projects, but no project was financially supported.

4.6. EMUNI Antenna at the Carlo Bo University in Urbino

EMUNI Antenna stands for promotional activities of partner universities with the purpose of promoting culture of the Euro-Mediterranean and spreading the information of partner universities through the EMUNI network. The activities of the EMUNI Antenna also include promoting the "double degree programmes", summer schools, research projects and other educational activities within the frame of the EMUNI University.

In 2013 the EMUNI Antenna at the Carlo Bo University in Urbino was not established.

Explanation of the differences:

The antenna has not been established due to agreements on the manner, conditions, rights and obligations arising from the "antenna". In addition, we agreed with the University of Urbino that it would be most sensible first to implement the study programme and then set up the antenna EMUNI, because in this way it will more effectively achieve the expected results.

4.7. INPS

The EMUNI University is cooperating with the institution INPS (previously known as INPDAP - *Istituto nazionale di previdenza per i dipendenti dell'amministrazione pubblica* - National Institute of Social Affairs for employees in public administration, Government of the Republic Italy). In the academic year

2011/2012 the EMUNI University received 38 scholarships for master study programmes students, who were enrolled in master study programmes of 5 Universities, EMUNI University members.

In the academic year 2012/2013 3 scholarships were approved to the EMUNI University for the below listed study programmes of the University of Murcia:

STUDY PROGRAMMES	ECTS	Duration	Institution
New Technologies in the Computer Science	60	1 year	Universidad de Murcia
Water Technology Administration and Management	60	1 year	Universidad de Murcia

In 2013 the EMUNI University issued a request for the payment of scholarships, which should be transferred to the recipient, i.e. the University of Murcia. Due to the inclusion of the institution INPS within the framework of another public administration institution and the transition to a new information system, the payment of funds by the INPS was not made and was postponed to 2014.

4.8 Events, where the EMUNI University is a co-organiser

EMUNI Conferences offer a valuable platform for networking, exchange of expertise between participants and the opportunity to acquire new skills in selected areas. They also aim at disseminating research results.

EMUNI HE&R conference

Between 21-23 November 2013 the EMUNI University organized an international HE&R conference which was composed of 4 workshops. Representatives of universities, international experts in the field of Euro-Mediterranean Studies, students, representatives of national and European institutions and the wider public were invited to the conference. The conference was attended by over 100 participants from nearly 30 European and Mediterranean countries. The purpose of the event was to discuss the role of EMUNI in the Euro-Mediterranean area, previous work and achievements and above all future action. In order to effectively achieve the objectives of the conference, it was divided into four workshops, chaired by the moderators:

- 1 Vision and Mission of the EMUNI University (Prof. Dr. Giuseppe Cataldi and prof. Dr. Joseph Shevel).
- 2 Study programmes, professional upgrading study programmes, summer schools and other study activities in the Euro-Mediterranean region (Prof. Dr. Karim Moustaghfir).
- 3 Research, 3rd Cycle study programmes, projects, research seminars and conferences in the Euro-Mediterranean region (Prof. Dr. LABIB Arafah).
- 4 Mobility of students, teachers, researchers and staff (Prof. Dr. Casqueria João Cardoso).

Each workshop was chaired and directed by a moderator, who summarized and presented the conclusions at the end of the workshop. Within 21 days of the completion of the conference, all the moderators sent the conclusions in the form of articles that will be published in the international journal IJEMS and final report of the conference (i.e. Proceedings).

Project EUROMED Migration III

In 2012 the European Commission granted a project entitled EUROMED Migration III, in which the EMUNI University cooperates as a partner. The project objectives are to strengthen cooperation in the field of migration in the Euro-Mediterranean area and cooperation of partner organizations in the project by the preparation of documents at the national and European level. The project is designed on the basis of three key issues: legal migration, migration and the related development and illegal migration. The project runs from 2012 to 2014.

The EMUNI University as project partner (in cooperation with the MFA) cooperated in the second peer-to-peer meeting that took place on 24-25 September 2013 in Portorož. The event was attended by 46 participants from 14 countries of the Euro-Mediterranean region. The event was also attended by 13 representatives of (international) (non) governmental organizations.

The purpose of the meeting was to discuss the importance of migration in the Euro-Mediterranean region and the exchange of experience in the field of national policies in regulating this issue. Guests from academic, political, economic and civil society spheres from across the Euro-Mediterranean region have prepared and developed proposals for improving both, national migration policies as well as the proposal of a unified Euro-Mediterranean policy in groups.

ENPI project

In 2009 the EMUNI University successfully applied for European funds and launched a project ENPI. The project lasted from 2009 to 2012. The purpose of the project was to establish a foundation for future study programmes in the areas that correspond to the six key initiatives of the Union for the Mediterranean.

During the duration of the project ENPI, financial liabilities have not been fully completed. Therefore, in accordance with an agreement with the European Commission of 2. 10. 2012, the deadline for the EMUNI University was extended for the financial closure of the project in the duration for 18 months, i.e. from 1. 1. 2013 to 30. 6. 2014.

In 2013 the EMUNI University prepared a full and unified report for the time of the duration of the project (2010-2012). Thus it completed all obligations, set by the European Commission.

Explanation of the differences:

The revised work programme contained a note that the EMUNI University by the end of 2013 would pay all outstanding obligations of the project. As the European Commission has not yet made a final evaluation of the project and the programmes evaluated by the European Commission, we have to carry out payments in 2014.

Project ACP-EU

ACP-EU Project (Cooperation Programme and Higher Education - EDULINK II) is a project, applied in the EuropeAid programme, which was adopted at the first stage of the evaluation at the European Commission in 2012. This is a project which aims to improve the higher education system and develop a quality network of higher education institutions in project partner countries in Africa.

ACP-EU project was approved and launched in November 2013. First project activities were associated with a presentation of the partners of their obligations and publishing information to online media on the launch of the project.

The project is of great importance for the EMUNI University, as it will be directly involved in the research work in the transfer of good practices in the field of higher education and the establishment of the African-European university network.

4.8. Other international activities

Due to its establishment and operation, the EMUNI University is embedded in the broad international institutional framework. This brings with it obligations to participate in the mandatory meetings, conferences and other international events, directly related to the areas of work and research of the EMUNI University. In 2013 representatives of EMUNI attended the following meetings and events:

Euro-Mediterranean Foundation for dialogue among cultures - the Anna Lindh Foundation (ALF)

The cooperation agreement with the EMUNI University was signed in Istanbul on 6. 4. 2009 in order to participate in the development of innovative approaches for the promotion of intercultural dialogue through participation in research and scientific activities. ALF meeting, which took place on 4. 4. 2013 in the framework of the Mediterranean Forum in Ljubljana, was attended by a representative of EMUNI.

Union for the Mediterranean

EMUNI University's operations fall under the umbrella of the Union for the Mediterranean, as it will implement study programmes that are consistent with the six key initiatives of the UfM and will also be implemented under the "UfM label". Due to this fact, a representative of the Union for the Mediterranean (ie the Secretary General of the Union or his deputy) is a member of the Management Board of EMUNI. Meetings with representatives of the Union for the Mediterranean are crucial for the development and achievement of the study objectives of EMUNI. In 2013, representatives of EMUNI attended two meetings with the representatives of the Union for the Mediterranean. In addition, Slovenia was twice visited by a representative of the Union for the Mediterranean.

German Marshall Fund of the United States (GMFUS)

GMFUS encourages strengthening of transatlantic cooperation on regional, national and global challenges and opportunities in the spirit of the Marshall Plan. GMFUS supports individual and institutional efforts in the transatlantic region by bringing together leaders and members of political and economic associations, by contributing to research and analysis of transatlantic topics, and by providing exchanges with a view to strengthening transatlantic cooperation. Meeting of the Working Group for the Mediterranean strategy was in 2013 attended by one representative of the EMUNI University.

EMPA Working Group for EMUNI

EMPA working group for EMUNI consists of 4 members of the European Parliament, 6 members of European national parliaments and 10 members from the Member States of the Euro-Mediterranean region. With the help of the Working Group EMPA (in accordance with their proposals and recommendations) EMUNI prepares a report on the activities and plans for the coming year. In 2013, one representative of EMUNI attended a working meeting in Brussels.

Cooperation with other international organizations in the region

Also in 2013, the EMUNI University strengthened its cooperation with many international institutions and networks, thus contributing to a pro-active role in the political pillar of Euro-Mediterranean relations also outside the academic sphere. A representative of the EMUNI University attended meetings with the Diplomatic Academy in Vienna, the European Commission, the Euro-Arab dialogue, the French Institute Charles Nodier and embassies in Slovenia.

4.10 Research

HandsOn ICT Project

Handson ICT project was adopted in 2012. The EMUNI University is a partner in the project. The project will result in the creation of a new and simpler way of educating teachers using ICT in delivering knowledge to pupils / students / trainees. The main purpose of the pilot program is to ensure the quality of project results through testing, evaluation and improvement.

In 2013, as part of the project HandsOn ICT, several operational and technical meetings were held that were also attended by the representatives of EMUNI as partners in the project. Between 21. and 22. January 2013 its first meeting took place in Barcelona (Spain), which was intended to lay the foundations for the project and divide the roles of partners. The second meeting was held from 25.-27. 9. 2013 in Barcelona (Spain), the purpose of which was to present the project to the international forum EFQUEL and carrying out the workshops, at which new electronic tools in the learning process were presented. Partners in the project also recorded some demonstration videos.

A platform for e-learning was developed in the frame of the project, on which a pilot testing in three sets will take place in 2014. Representatives of the Euro-Mediterranean University are in charge of the evaluation of the pilot, which are also moderators of individual courses. The first set of testing was prepared completely, in which the volunteers will be testing three creative techniques that can be used in education at different levels. Pilot testings are expected to be completed in 2014 and represent one of the most important part of the project.

More on the content of project activities and events has already been made available on the project website at <http://handsonict.eu/>.

CALAME project

Initiated by the EMUNI member university, Université Paris-Diderot (France), the EMUNI University was invited to take part in the consortium to prepare the international project CALAME (*«Coordination for the Action & Linkage between the Actors of the Mediterranean Economy»*). The aim of the project is a organisation of more seminars, where certain topics in relation to the Euro-Mediterranean region would be discussed in detail (e. g. alternative energy, sustainable tourism, ensuring quality in higher education etc.). Until December 2013 interviews were carried out and an agreement on cooperation concluded. Project documentation will be completed in early 2014.

ECFEFP project

The EMUNI University is a partner in an international project with a title *«European Citizens for European Foreign Policy (ECFEFP)»* that was adopted at the Education, Audiovisual and Culture Executive Agency (EACEA). The purpose of the project is to discuss the multidimensionality of the European foreign policy (the Euro-Mediterranean region represents its important part) and the role of the citizens in policy-making. Since the EMUNI University is one of the key initiatives of the Union for the Mediterranean, it has knowledge on trends and needs in the Euro-Mediterranean region and at the same time a wide network that is an added value for the project. As part of the project an international conference on European foreign policy, which took place from 4. to 5. 10. 2013 in Vienna, was organized, which was attended by over 100 participants from 18 European and non-European countries.

4.11 Scientific journal IJEMS

International Journal of Euro-Mediterranean Studies (IJEMS - International Journal of Euro-Mediterranean Studies) and conference publications represent an interdisciplinary contribution to research of topics relevant to the Euro-Mediterranean region. IJEMS is an international journal aimed at promoting intercultural dialogue and exchange between the social environments, human resource development and at ensuring better mutual understanding of the broad field of the Euro-Mediterranean region. In order to accomplish these objectives, the journal tends to publish high quality research papers, scientific articles, testimonials and case studies. Key issues include policy papers, sociology, economics, growth and development, human geography, environment, business and management, education, international relations, gender studies, life science and history.

The IJEMS Journal is important for EMUNI, because it enables publishing of scientific-research accomplishments of teachers and researchers, who are cooperating with EMUNI, as well as of EMUNI students, who get the opportunity to publish their research projects and master papers. Thus, the journal serves as an appropriate textbook for the courses of study programmes and professional upgrading study programmes, implemented by EMUNI.

In 2013 the EMUNI University terminated the cooperation with the publishing house Springer, regulated the contractual relationship according to plan and settled the first installment of financial liabilities.

In December 2013, we published two IJEMS editions:

1. IJEMS Volume 6, Number 1, December 2013. An electronic version is available at: <http://www.emuni.si/en/strani/493/Vol.-6-No.-1.html>. IJEMS contains five scientific articles dealing with

various aspects of the Euro-Mediterranean area. 50 IJEMS copies were printed by the EMUNI University, which will serve as library material for the study purposes.

2. IJEMS Volume 6, Number 2, December 2013. An electronic version is available at: <http://www.emuni.si/en/strani/494/Vol.-6-No.-2.html>. IJEMS contains five scientific articles dealing with various aspects of the Euro-Mediterranean area. 50 IJEMS copies were printed by the EMUNI University, which will serve as library material for the study purposes.

4.12 IT services, technical support and information communication technologies

Main tasks and goals of the IT unit are defined by direct needs of EMUNI University – to ensure good operating conditions and high efficiency of the information systems.

Support services are being carried out in different areas:

- support and maintenance of the computer solutions;
- information and communication services – maintenance of the information infrastructure;
- office and business systems;
- information security;
- graphical design.

Use of social media

Mainly Facebook and Twitter are in use by the EMUNI University among social media. Social networks are used for the distribution of information, news, events links etc.

Facebook

EMUNI facebook page works as an addition to the existing EMUNI website. Most information, that is available on the EMUNI website, is also published as posts on facebook page. This brings the news of EMUNI directly to facebook users. Updates are mainly being delivered as a link to the EMUNI website sections. EMUNI Facebook site has 1.357 followers from 54 countries, while the posts in 2013 reached 84.492 users. EMUNI facebook page address: www.facebook.com/emuni.university.

Twitter

EMUNI twitter account works as an addition to the existing EMUNI website. Twitter is being used to deliver news to our subscribers through published links. Until now, 538 posts were posted on Twitter. EMUNI Twitter has 177 followers.

Twitter address of EMUNI: twitter.com/#!/emuni.

4.13. Consolidation of the EMUNI University

Financial consolidation

In 2013, the EMUNI University went through the financial consolidation and stabilisation. Actions envisaged the payment of financial obligations to the CMEPIUS national agency, payment of the operating costs, arrangement of the agreement on the use of premises between the MESS, the EMUNI University and other users of the premises, the conversion of existing loans of the EMUNI Foundation into a grant and covering the costs incurred in issuing an international scientific journal IJEMS.

Realisation of the financial consolidation and stabilization in 2013:

- Complete return of the funds to the National Agency CMEPIUS in the amount of € 25,994,
- At the conciliation meeting in October 2013, we reached an agreement on the sharing of operating costs between the EMUNI University and other users of premises and paid the full amount of operating expenses for the previous year and the year 2013 in a total amount of € 32,378 (Agreement on the regulation of mutual relations between the users of premises was signed in January 2014),
- we paid for the costs incurred by issuing the international journal IJEMS in the amount of € 45,100.

Most of the measures provided for in the financial consolidation field were realized with 2 exceptions – conversion of the loan of the EMUNI Foundation into a grant and the arrangement agreement on the use of premises between the Ministry of Higher Education, the EMUNI University and other users of the premises. On 31. 03. 2013 the EMUNI University had outstanding claims at the MESS in the amount of € 63,099.83, which refers to requests received for the payment of rent for the period from 1. 10. 2009 to 31. 3. 2013. By the end of 2013 the EMUNI University additionally received 3 requests for the payment of rent for the running period amounting to € 13,998, so the total open claims at 31. 12. 2013 amounted to € 77,098. In 2013 the EMUNI University was unable to reach an agreement on the final arrangements of spatial problems, which resulted in the fact that we did not pay the rental payments for the current period amounting to € 16,691, which was envisaged in the revised work programme. However, in 2014 we will seek to reach an agreement on the use or lease of premises between the MESS, the EMUNI University and other users of premises. If the free rental of premises for the EMUNI University is not possible, we will propose the settling of the debt to the Ministry. In accordance with the request of the Ministry, we included the payment of rent for the current period into a financial plan for 2014, while in respect of rent for the previous period, we will propose a reallocation of liabilities in the years 2015 and 2016 and the write-off of default interest on the debt incurred. Due to the extremely poor financial situation, the EMUNI University will not be able to settle the debt for the previous period in 2014.

As part of the formal financial and legal consolidation, the EMUNI University in 2013 conducted an internal audit, with which we eliminated legal deficiencies of the past and imposed additional financial regulatory rules. 5 regulations were adopted, which are listed in the chapter Consolidation of the formal legal framework of the internal operation of EMUNI.

Part of the financial consolidation will continue in 2014, i.e. the following activities are planned:

- Regulating the status of paying rent of the EMUNI University,
- Covering the remaining costs incurred by issuing the scientific journal IJEMS and
- Initiative of the EMUNI University for the conversion of the loan of the EMUNI Foundation into a grant in order to cover the loss from the period 2011-2012.

Consolidation of formal legal framework of the internal operation of EMUNI

In 2013 the EMUNI University conducted a formal consolidation of the legal regulations of its operation, thus raising the level of quality of university performance. Measures included the debate on amendments to the Statute of EMUNI and the development of new internal regulations of the EMUNI University.

We found out that the Statute and the Memorandum are not properly aligned, in addition, certain issues set in the Statute are vaguely defined (e.g. the replacement procedure of the members of the Senate). Because of this, draft amendments to the Statute of EMUNI were prepared and the process of its operationalization will begin in 2014.

For the effective inner operation of the EMUNI University, it developed specific policies governing the operations and activities of EMUNI. The following rules were adopted:

- Rules on the reimbursement of costs to the members of the bodies of the Euro-Mediterranean University - EMUNI, adopted on 3. 7. 2013;
- Rules on working time at the EMUNI University, adopted on 31. 10. 2013;
- Rules on business travel missions, adopted on 18. 11. 2013;
- Rules on the duration and usage of annual leave and other absence from work, adopted on 17. 11. 2013;
- Rules on signing official documents, adopted on 20. 12. 2013.

• **PROMOTIONAL PUBLICATIONS**

In 2013 the EMUNI University produced the following electronic promotional publications:

- A summarised 5-year history of operation and activities of EMUNI;
- E-Newsletter: July (Vol 5/No. 1), October (Vol 5/No. 2), December (Vol. 5/No. 3) and December (Vol. 5/No. 4);
- Proceedings of the Conference of HE&R;
- Flyer for HE&R Conference;
- Annual Report of the EMUNI University in 2013.

Promotional publications are intended for both, target and wider public in order to inform them about the activities and events of EMUNI. All promotional publications were issued in e-form to enable the maximum extent. There were over 8000 recipients of e-publications in 2013, and the number of subscribers to the newsletter continues to grow.

• **PR RELATIONS**

Public relations are an important element for international recognition. The EMUNI University communicates by regularly informing the public about events and through the public involvement in the activities of the University. Public Relations are particularly intense during EMUNI events (EMUNI Regional Days, HE&R Conference), meetings of the bodies of EMUNI at major events and at the beginning of academic years.

In relation to public relations activities the contact network media was updated, a PR report made after major events and media communication. In 2013, EMUNI was mentioned in 6 different Slovenian media (Finance, Večer, Slovenske novice, Siol.net, Požareport and Žurnal).

7 SESSIONS OF THE OF THE UNIVERSITY BODIES IN 2013

General Assembly Sessions of the EMUNI University

1. 23. 2. 2013: session of the EMUNI General Assembly (Piran, Slovenia);
2. 22. 11. 2013: session of the EMUNI General Assembly (Brdo, Slovenia).

Sessions of the EMUNI Management Board

1. 23. 2. 2013: Session of the EMUNI Management Board (Piran, Slovenia)
2. 24 to 31 May: 2013 correspondence session of the EMUNI Management Board,
3. 3. – 6. 7. 2013: correspondence session of the EMUNI Management Board,
4. 17. 9. 2013: Session of the EMUNI Management Board (Portorož, Slovenia)
5. 21. and 23. 11. 2013: Session of the EMUNI Management Board (Brdo, Slovenia)
6. 12. 12. 2013: Session of the EMUNI Management Board (Rome, Italy) .

Sessions of the EMUNI Senate

1. 25. – 28. 6. 2013: correspondence session of the EMUNI Senate,
2. 15. – 10. 2013: correspondence session of the EMUNI Senate,
3. 21. and 23. 11. 2013: session of the EMUNI Senate (Brdo, Slovenia)
4. 13. – 17. 12. 2013: correspondence session of the EMUNI Senate.

8 INVESTMENTS AND INVESTMENT MAINTENANCE

In 2013 there were no investments.

9 ASSESSMENT OF THE ACHIEVEMENT OF GOALS

We estimate that despite financial constraints and personnel changes the operation of the EMUNI University in 2013 was successful. Negotiations to start executing the first EMUNI study programme "Business Communication in a multicultural environment" in collaboration with the University of Urbino" Carlo Bo" were concluded. We agreed with the Union for the Mediterranean that the EMUNI University will identify those universities among its partner institutions that offer 3rd cycle study programmes from areas, to which the Union for the Mediterranean assigned i. e. "UfM label" - added value of the study programmes, as they will be offered also under the auspices of the Union for the Mediterranean. In order to facilitate the implementation of study programmes, the EMUNI University began creating a scholarship scheme, which aims to obtain (un)material assets for students, who will be enrolled in EMUNI courses. We have successfully prepared the necessary documentation for the project ENPI/2009/226-479, which was required by the European Commission, and conducted a preliminary evaluation of the study programmes, developed in the frame of the project. At the same time EMUNI became a partner in two new major international projects and is invited to join a new one, which is still in the preparation stage.

EMUNI University was successful in the field of financial and formal legal consolidation. We settled all outstanding obligations to the Agency CMEPIUS, which gave the EMUNI University the possibility of re-applying to programmes under CMEPIUS. We reached a mutual agreement on the open issue of the international journal IJEMS that was published by the Springer publishing house. The international journals IJEMS has now already been published by EMUNI since 2013. We settled all current and past operating costs liabilities. Spatial problems remained unsolved in 2013, but we will strive to regulate the agreement on the use of premises in 2014.

As part of the planned study activities we carried out all the set objectives according to the work programme - 4 Summer Schools in collaboration with partner universities and professional upgrading study programmes (Euro-Mediterranean Studies). For the future operation of EMUNI in the international arena, we have successfully organised the HE&R conference, at which the participants drafted the future development model for EMUNI.

The internal operation of EMUNI was changed in 2013. With effect from 1. 4. 2013 the EMUNI University got a new Acting President, while in September 2013 a call for a new international president, starting his term of office on 1. 2. 2014., was announced. In December 2013, the term of office of the Vice-President for Financial and Administrative Affairs was terminated. Due to increased workload the EMUNI University employed 2 persons, as of July 2013, one in charge of administrative affairs and other for the educational area.

In order to achieve better operation and facilitate the achievement of the objectives of the EMUNI University, internal audit was conducted in 2013, which helped determining and eliminating legal deficiencies of the past and imposing additional financial regulation with regulatory rules.

10 IMPROPER OR UNEXPECTED EFFECTS OF THE IMPLEMENTATION

The year 2013 was crucial for the future development and operation of the EMUNI University in all aspects, as the first half of the year led to a reduction of funds from the state budget. Because of this the EMUNI University in 2013 needed to do a revision of the work program twice - the first budget revision was drawn up, aligned with the MESS and approved by the Management Board of the EMUNI University on 6. 7. 2013, and the other on 21.11. 2013. Changes of the first revised work programme of the EMUNI University were associated with the inflow of additional funds from the state budget in the amount of € 50,000 as a result of increased activity. The second revised work programme was necessary due to changes in the destination of spending as a result of redistribution of the planned activities.

The realization of the objectives are also influenced by other factors, which could not be influenced by the EMUNI University, i. e. mainly the arrangements for the implementation of study programmes with

partner universities that have in the process of negotiations unexpectedly withdrawn from the agreement or have postponed them to 2014.

In spite of these facts, there were no large or unexpected consequences by the implementation of the objectives.

11 SUCCESS ASSESMENT IN COMPARISON WITH PREVIOUS YEARS

Compared with previous years, the EMUNI University made remarkable progress in 2013 in all areas. First and foremost, the agreement on the commencement of the implementation of the first EMUNI's study programme in collaboration with the University of Urbino "Carlo Bo" was achieved. The study programme "Business Communication in a multicultural environment " will be launched in the academic year 2014/2015. In the educational area, we reached an agreement with the Union for the Mediterranean for the implementation of 3rd Cycle study programmes with the i. e. "UfM label". 3rd Cycle study programmes will be carried out at the University of Palermo (Italy) and the University of Girona (Spain) in accordance with the agreement.

EMUNI University was successful financially and legally consolidated. In the context of financial consolidation of the EMUNI University an internal audit was carried out, the purpose of which was to examine the operation of EMUNI and improve the efficiency of its operations. Taking into account the recommendations of the internal audit and the Statute, internal legal regulations, policies and mechanisms were established that regulate the internal operation, through which objectives in the field of formal - legal consolidation have been achieved. The majority of financial obligations was paid, i.e. the full payment of operating expenses for the previous and the current period, the completion of the installment pay of the funds to the National Agency CMEPIUS and partial payment of the costs incurred in issuing an international magazine IJEMS (in accordance with the adopted revision 70 % of the cost of the issue of the magazine IJEMS was paid in 2013, with the remainder due to be paid in 2014). In 2013, the EMUNI University did not reach an agreement with the Department for Investments at the MESS on the hire or use of premises, and the payment of rent for 2013 was not carried out. The EMUNI University will seek to regulate the spatial problems in 2014. In October 2013 the EMUNI University agreed on the co-usage of business premises regarding the division of operating costs, but some questions remain open, therefore the agreement on mutual relations was signed in the beginning of a new calendar year - January 2014.

Regarding the international legal framework it is necessary to point out that the EMUNI University in 2013 obtained an opinion from the Ministry of Foreign Affairs of the Republic of Slovenia stating that EMUNI is an international organization, which gives the University a further importance and weight in the international arena.

We successfully organised the International Conference HE&R, the purpose of which was to discuss the future of EMUNI. After more than 2 years, we again gathered more than 100 participants from nearly 30 Euro-Mediterranean countries. This was a signal to the wider international audience that the EMUNI University remains an important international institution, both in the framework of the Euro-Mediterranean region as well as the Union for the Mediterranean.

In 2013, we strengthened the cooperation with partner universities from the Euro-Mediterranean region and also conducted four summer schools and professional upgrading study programmes. Participation in international projects has strengthened, through which the EMUNI University's professional and research activities were revived. In this context, it is important to highlight the start of the entry of the EMUNI University in the register of research organizations in the Research Agency (ARRS), which will open additional opportunities to EMUNI in the field of research.

The success was even more significant due to the limitations, which the EMUNI University was confronted with in 2013 – lack of Human Resources and Finances.

12 REVIEW OF THE EFFICIENCY OF OPERATIONS

In assessing the efficiency and effectiveness of operations with respect to defined standards, criteria and measures to improve the efficiency and quality of operations, we derive from the regulation of public funding of higher education and other institutions, principles for the financing of higher education institutions contained in the Higher Education national programme and measures for monitoring, assessment and quality assurance of higher education institutions, study programmes and research, artistic and professional work.

The EMUNI University disposes with public funds of the budget of the Republic of Slovenia, in accordance with the financing agreement signed with the Ministry of Education, Science and Sport, and at the same time with the Public Finance Act and other legal regulations in this area. The EMUNI University operates with public funds in accordance with the criteria and standards set for the use of funds by the Ministry of Education. The EMUNI University fully complies with the principles of economy and efficiency of operations with funds.

The realisation reflects the reduction in funds from the state budget compared to 2012 by € 50,000 in the first half of 2013. Because of this, we had to adjust activities accordingly to the amount of financial resources. In addition, the EMUNI University itself cannot use or redistribute public resources because it operates in accordance with the criteria and standards, provided by the Ministry for the usage of money through decisions and agreements for specific areas. For this reason, there are sometimes delays in the settlement of financial obligations. According to the objectives of the work programme and a better realization of activities as in 2012, we can rightly say that the EMUNI University utilised resources extremely economically.

13 REVIEW OF THE INTERNAL CONTROL OF PUBLIC FINANCES

The assessment of internal control of public finances was prepared in accordance with the Declaration on the evaluation of internal control of public finances in the annex - Instructions on the preparation of the closing account of state and municipal budget and methodology for the preparation of a report on the objectives and results of direct and indirect budget users (Official Gazette of RS, No. 102/10).

14 EXPLANATIONS REGARDING AREAS WHERE OBJECTIVES HAVE NOT BEEN ACHIEVED

The EMUNI University was successful in 2013 in comparison to previous years, however, some goals were not fully achieved due to various factors. Below the scope and objectives, which were either not met or were only partially achieved, are listed:

- In the study area we did not fully achieve its objectives because, as the university network we mainly depended on the partner institutions and the concluded arrangements. In addition, many questions remain open in relation to the notification and accreditation of study programmes by the SQAA. In the work plan we planned the procedures for certain study programmes would be completed in 2013, but the process continues also in 2014.
- In the field of research, the results have been partially achieved within the framework of the set objectives. The EMUNI University responded to four invitations for the participation in international projects, the applicants of which were universities from other countries. We applied to the appropriate financial support mechanisms with the projects, but for various reasons were not accepted.
- A special section within the research part is the support of the Euro-Mediterranean University ENPI/2009/226-479, which was not financially completed in 2013 because the European Commission has not provided a final evaluation of the final report. As a result, the financial liabilities in this respect were postponed to 2014.
- In the area of financial consolidation, the objective of paying the operating costs for the use of premises of the EMUNI University was partly achieved in 2013. It was envisaged that the contract is signed in 2013, but due to agreement adjustments it was postponed to 2014, when the agreement was signed.

15 ASSESMENT OF BUSINESS EFFECTS OF HIGHER EDUCATION INSTITUTIONS TO OTHER AREAS

The EMUNI University is one of the most important projects of the Union for the Mediterranean. It focuses on bringing together universities, research institutions, research centers and centers of excellence for the joint work in developing new programmes and projects aimed at bridging the gap between the north and the south, east and west of the Mediterranean region.

The priority areas of the EMUNI University include higher education and research, intercultural business communication and connections, sustainable conservation of the Mediterranean area, maritime and land highways, alternative energies and civil protection. These topics are dealt with in the context of EMUNI summer schools, research seminars, European projects and intensive programmes, which involve students, young graduates and academic staff, whose goal is to create a common language of the region - the language of research and excellence. EMUNI partner universities help in creating the foundations of intercultural dialogue and common sustainable growth, as they focus on themes and topics that directly relate to the Euro- Mediterranean region.

Thematically, the EMUNI University focuses on the priority areas of the Union for the Mediterranean and also on other areas that are of most interest for the international community, including business development and economic studies, marine issues, culture and tourism, human rights, migrations, gender issues, development studies, water management and regional integration. Study activities that are carried out in collaboration with partner universities (e.g. summer schools, professional upgrading study programmes, etc.) are through the optional and mandatory study courses also connected to the areas listed above.

In the year 2014 and in the academic year 2014/2015 the Euro-Mediterranean University will contribute to the creation of a single, integrated Euro-Mediterranean higher education, science and research area. The EMUNI University already serves as a center for the creation of institutional networks, exchange of students and projects in the Euro-Mediterranean region. According to the results achieved in 2013, in 2014 it will begin to actively contribute to the research and academic staff and to development of joint study programmes.

16 OTHER EXPLANATIONS

The explanations that supplement the report on the operation of the EMUNI University in 2013 are described in detail in the following paragraphs.

16.1 Report on the implementation of the tasks under the contract no. 3330-13-500019

In 2013 the EMUNI University realized the following obligations under the contract No. 3330-15-500019, which are listed in the Article 5:

- until the 10th day in the current month delivered a request for the payment of funds for the current month and report on its work and the dynamics of expenses and incomes,
- sent the annual report for 2013 and report on the performance of the contract to the Ministry until 28. 2. 2014,
- with the funds for labor costs and costs of goods and services co-finance the costs of management and professional services of the EMUNI University, activities related to the preparation and implementation of study programmes in the academic year 2014/2015 and the costs of the facilities in the amount and in the manner as specified in the revised annual work programme for 2013, which was adopted by the Management Board of the EMUNI University at its 23rd session on 23. 11. 2013 at Brdo,
- Monitored the budget spending on a separate cost center/source of funding, so it is possible to verify the implementation of this contract,

- Operated rationally and carried out tasks which are co-financed from the state budget, exercising all due diligence,
- Use the received funds for the purposes specified in the contract,
- Enabled the Ministry to monitor the implementation of the above mentioned contract within the monthly report of activities, revenues and expenditures and explanations that the ministry demanded in 2013.

In accordance with the fifth indent of the 1st paragraph of the Annex No. 3 to the contract no. 3330-15-500019 a further interim report on the EMUNI university was not required, therefore it was not necessary to perform the tasks from the indents 2, 3 and 4 indent of the Article 5.

Regarding the 11th indent of the Article 5 contract regarding the submission of the the annual report for 2013, the ministry did not require business and documentation insight concerning the compliance with the above-mentioned contract. The EMUNI University will - at the request of the Ministry – enable the insight into the operations and documentation.

The EMUNI University did not pay the rent for the premises in 2013, even though the payment was specified in the contract No. 3330-15-500019 and in the the revised annual work plan. Rent for the premises in 2013 was not paid as the EMUNI University in 2013, has not yet reached an agreement with the Department for investments in the MESS on the usage or rental of premises. In the year 2014, the University will seek to reach an agreement on the usage or rental of premises and the solution of spatial problems. Accordingly, at the request of the competent Ministry, we included the payment of the rent for the year 2014 into the annual work plan for 2014.

16.2. Report on the effects/results of the EMUNI Conference in November 2013

The HE&R Conference (Higher Education and Research) was held from 21. until 23. 11. 2013 at Brdo pri Kranju, and was attended by over 100 participants from nearly 30 Euro-Mediterranean countries. The purpose of the conference was an academic debate on the future of the EMUNI University, its study and research programmes, the renovation of the vision, mission and strategy, and project collaboration with partner universities. One of the key objectives of the conference was to discuss with potential partner institutions the implementation of study programmes in 2015/2016, with the preparatory activities starting to take place in 2014. With an intent to achieve objectives in the optimal way, the conference was divided into four workshop, led by moderators:

- Vision and Mission of the EMUNI University (Prof. Dr. Giuseppe Cataldi and Prof. Dr. Joseph Shevel),
- Study programmes, professional upgrading Study Programmes, summer schools and other study activities in the Euro-Mediterranean region (Prof. Dr. Karim Moustaghfir),
- Research, 3rd Cycle study programmes, projects, research seminars and conferences in the Euro-Mediterranean region (Prof. Dr. Labib Arafah),
- Mobility of students, teachers, researchers and staff (Prof. Dr. Casqueria João Cardoso).

Each workshop was led and directed by a moderator, who summarized and presented the conclusions at the end of the workshop. The workshops were attended by an average of 15 participants. After the end of the conference the moderators sent the conclusions in the form of articles that will be published in the international journal IJEMS and in the professional final report of the conference (i.e. Proceedings).

The main conclusions of the first workshop (vision and mission of the EMUNI University) was that the EMUNI University should be transformed into an independent entity that would offer study programmes with a distinctly Mediterranean content and courses in various Euro-Mediterranean languages. With new approaches to education and particularly through innovative and attractive study programmess EMUNI should create an environment for students of the Euro-Mediterranean countries, but also consider the students from the new, fast-growing markets of education (e.g., China, Africa and South America). The EMUNI University will have to start with the implementation and funding of research as well as internationalize its skills and strengths. As in the higher education field the global demand exceeds

supply, it is necessary to consider the student as a customer and education as a market as well as consider higher education from the point of view of the economy.

The conclusions of the second workshop (study programmes, professional upgrading study programmes, summer schools and other learning activities in the Euro-Mediterranean region) were summarised in a presentation on how the EMUNI University could best use its position and mission - especially with study programmes, in which it will be necessary to consider developments and opportunities, such as technological changes, IT progress, learning, innovation, e-environment, etc. Great emphasis should be given also to the creation of EMUNI's own and innovative programmes that reflect the needs of the labor market, not only in the Euro-Mediterranean region, but especially the needs of multinational companies and promising areas through the provision of sustainable funding.

The conclusions of the third workshop (Research, 3rd cycle study programmes, projects, research seminars and conferences in the Euro- Mediterranean region) are that they are of key importance for the progress of the EMUNI University and achievements of research students in the 3rd cycle study programmes. This opens up new opportunities not only for the EMUNI university but also for research areas. A lot of attention is therefore needed for the creation of solid thematic networks with high-quality and reliable partners, who are also the only guarantor of the common applications and implementation of international projects. In this context international conference are also important, the purpose of which must be mainly the presentation of research results and exchange of knowledge and experience.

Conclusions of the fourth workshop (Mobility of students, teachers, researchers and staff) are that the mobility is a reality of universities and should be considered in the light of the needs in the global context, while also the mobility of the North-South and South-North should be increased. This kind of mobility is particularly interesting and promising for Europe and important for the Southern Mediterranean - new markets, new knowledge, common future. The EMUNI University will be required to ensure long-term department responsible for internationalization / international mobility, and to introduce specific tools in the field of mobility, such as joint study programmes, language partnerships, increased scope of mobility and tools to ensure its financing. At the same time mobility contributes to the achievement of one of the main objectives of the Union for the Mediterranean - to strengthen intercultural dialogue and mutual understanding.

Contributions of the moderators in the form of articles will be published in Proceedings, presumably in February 2014. The Proceedings will be sent to all the member universities, to all participants of the conference and other interested institutions.

16.3. Report on the implementation of savings measures or restoration measures of the University

In 2013 the EMUNI University carried out a number of measures that have resulted in savings in labor costs, costs related to travel missions and operating costs.

In the spring the EMUNI University adjusted salaries and salary grades of employees with the salary scale in the public sector, which has been in force since 1. 6. 2012. In accordance with additional measures in the area of salaries and other labor costs in the public sector for balancing public finances in the period from 1. 6. 2013 until 31. 12. 2014, we began to act in accordance with the new applicable salary scale as of 1. 6. 2013. Labor costs per employee decreased from € 33,152 in 2012 to € 31,389 in 2013. In 2013 the holiday pay was paid to the employees in accordance with the Fiscal Balance Act, taking into account the above-mentioned additional measures in the area of salaries and other labor costs.

Costs relating to business trips in 2013 decreased by € 9,759 respectively or by 35 % compared to 2012 from the sources of the Ministry of Education. The cost of transport also shows savings, which are lower by € 3,831 or by 12 % compared to 2012.

At the conciliation meeting with the co-users and partial managers of premises, the EMUNI University agreed on the calculation of the surface of premises that are being used by the EMUNI University and on

the sharing of operating costs among the users of premises. Based on the agreement, the amount of operating costs on the annual basis decreased on average by € 3,800 or 26 % in 2012 and 2013 in comparison to 2011.

In the years 2011 and 2012 the EMUNI University operated with a loss in a cumulative amount of € 69,182, which was partially covered by the surplus of revenues in the amount of € 1,347 in 2013. Due to the loss from the previous period, the EMUNI University initiated the EMUNI Foundation for the conversion of a loan into a grant, which enables the loss of the previous period to be covered.

The effects of the savings measures will be visible also in the long term due to the recommendations of the internal audit, which will contribute to a more effective and transparent functioning of the EMUNI University. Also the adopted regulations are worth mentioning, as well as other recommendations that relate to the analysis of work processes and procedures.

16.4. Personnel policy analysis

On 31. 12. 2013 the EMUNI University had 8 employees. The average number of employees in 2013 amounted to 6,82.

Table: List of employees by job position and organisation unit

Job Position	Organisation Unit	Situation as on 31/12/ 2013 (realisation)	Situation as on 31/12/ 2013 (work plan revision)	Situation as on 31/12/ 2012 (realisation)	Type of Contract	Source of Financing 2013 (realisation)
Acting President of the EMUNI University	President of EMUNI University	0.2	0.2	0.5	Contract of employment	Other
Vice President for Administration and Finance	President of EMUNI University	0*	1	0,5	Contract of employment	MESS
Head of President's Office	The Office of the President	0	0	1	Contract of employment	MESS
Administrative assistant	The Office of the President/Secretariat	0,5	0,5	0	Employment for a definite period	MESS
Administrative assistant	International Cooperation Unit/ Research Unit	1	1	0	Contract of employment	MESS
Administrative assistant	Education Unit	0,5	0,5	1	Employment for a definite period	MESS
Administrative assistant	Education Unit / Accreditation	1	1	1	Contract of employment	MESS
Administrative assistant	ICT Unit	1	1	1	Contract of employment	MESS
Head of Department	Operations, Finance and Accounting Sector	1	1	1	Contract of employment	MESS
Administrative assistant	Operations, Finance and Accounting Sector	0	0	1	Contract of employment	MESS
Head of Department	Sector for General, Legal and HRM Matters	1	1	1	Contract of employment	MESS
TOTAL employees		6,2*	7.2	8.2		

*The employment relationship of the Vice President for Administration and Finance was terminated on 21. 12. 2013.

Overview of employment at the University during the period from 1. 1. 2013 to 31. 12. 2013

In January 2013 the EMUNI University hired a new employee in the field of international affairs and projects due to the termination of the employment of the Head of the Office of the President. In April the

Management Board of the EMUNI University appointed Prof. Dr. Dušan Lesjak to the post of the Acting president for a period of nine months. The incumbent Acting President Laris Gaiser continued to work at the post of the Vice-President for Administration and Finance, to which he was appointed in 2012. In July, the EMUNI University overtook the part-time employment of two employees at the EMUNI Foundation to work part time by the end of the year in the field of education and in the Secretariat of the University. The employments were necessary because of the preparatory activities related to the implementation of study programmes in the Academic Year 2014/2015, the accreditation procedure and the organization and implementation of the fourth HE&R Conference. The Management Board on 12. 12. 2013 at its 24th session appointed Prof. Dr. Abdelhamid El-Zoheiry at the post of the EMUNI President for a period of 5 years starting as of 1. 2. 2014.

Overview of the employment termination in the period from 1. 1. 2013 until 31. 12. 2013

Four employees left the EMUNI University in 2013:

- The employer at the post of the Head of the Office of the President of the University terminated the employment relationship as of February 2013,
- The employment contract of the assistant in the field of education expired in January 2013,
- The employment contract of the assistant in the Finance Unit expired in January 2013,
- on 21. 12. 2013 the employment of the Vice-President for Administration and Finance ceased.

Contractors

Contractors cooperated with EMUNI University in 2013 through freelance contracts and contracts for services. Freelance contracts were concluded in 2013 with: lecturers in the upgrading study programme "Euro-Mediterranean Studies", with the evaluators of the study programmes in the frame of the ENPI project, the moderators of workshops at the 4th HE&R conference, photographer at the conference and for the editing of the international journal IJEMS articles. A contract for services was concluded for legal aid at the EMUNI University for the period from August 2013 to January 2014.

The EMUNI University in 2013 concluded cooperation agreements with consultants in the field of legal consultancy and for the purposes of formal-legal consolidation and the labor dispute at the Labour Court and consultancy in the field of education, accreditation, and the ENPI project.

16.5. Investment report

The EMUNI University did not have any investments in 2013.

11 ACCOUNTING INFORMATION

17.1 Accounting guidelines

We are waiting for the accounting report.

17.2. Balance sheet

We are waiting for the accounting report.

Table 17.1: Balance sheet

17.3. Revenue and expenditure structure

We are waiting for the accounting report.

Table 17.2 revenue and expenditure structure

17.4. Report on the funds received from the budget of the Republic of Slovenia

The EMUNI University in 2013, received € 387,241 from the budget of the Republic of Slovenia in accordance with the principle of the accounting period. The funds were spent for the purposes specified in the Article 5 of the Agreement No. 3330-13-500019 and in accordance with the last version of the revised Annual Work Plan for 2013. With the budget funds we covered the operation of the management and professional services of the EMUNI University, financially consolidated and stabilized the EMUNI University, organized and carried out the development conference EMUNI and performed activities related to the preparation and implementation of study programmes, which will be carried out in the academic year 2014/2015.

Budget spending can be broken down as follows (overview of expenditure by purposes in Table 17.5) :

- a. labor costs in the amount of € 178,450, i.e. 49 %,
- b. overall tasks of the University - other expenses for goods, material and services in the amount of € 76 383, i.e. 20 %,
- c. overall tasks of the University - operating costs for the operation of the university in the amount of € 32,378, respectively 9 %,
- d. overall tasks of the University – freelance contracts and contracts for services in the amount of € 22,403, respectively 6 %,
- e. HE&R EMUNI Development Conference in the amount of € 22 200, i.e. 6 %,
- f. general travel missions of employees in the amount of € 18 744, i.e. 5 %,
- g. Sessions of the EMUNI University bodies in 2013 amounting to € 7,626, respectively 2 %,
- h. international institutional framework for action and in the amount of € 7,119, respectively 2 %,
- i. implementation of the professional upgrading study programme Euro-Mediterranean Studies in the amount of € 2,711, respectively 1 %.

The total amount of funds spent from the source of MESS in 2013 amounted to € 368,014 according to the principle of the accounting period. The difference between the received and allocated assets amounted to € 19,227. Surplus of revenues over expenditure was due primarily to the outstanding amount for the rent pay in the amount of € 16,691, as the EMUNI University has not yet reached an agreement with MESS in relation to the usage or rental of premises. The rest of the surplus is due to lower labor costs than anticipated and lower costs of travel missions.

In 2013 the funds received from the budget are higher than in 2012 by 4,396 euros or 1 %, while the use of these funds decreased by € 14,831, ie 4% compared to 2012. Lower costs compared to the year 2012, relate to unused funds, envisaged for the payment of the rent. The review of individual cost categories shows a lower spending on labor costs, costs of transport and travel missions as well as higher usage related to the costs of freelance contracts and contracts for services. In 2013, we again had savings related to labor costs that were lower by € 29,129 or 13 % (in 2012 the savings amounted to 36,213 or 14% compared to 2011). The average number of employees in 2013 was 6.82 compared to 7.8 in 2012. Labor costs were lower compared to the plan due to the alignment of the salaries of employees with the salary scale applicable to the public sector and additional measures in the area of salaries and other labor costs in the public sector. Due to the specific needs of the workforce in the legal field and the field of education and ensuring the implementation of activities required for the implementation of the study programmes in the academic year 2014/2015, we concluded contracts with co-workers on the basis of freelance contracts, contracts for services and cooperation agreements. The costs of freelance contracts, contracts for services are as a result, higher than in 2012 for € 11,580. The costs of business travels and transport costs are lower by a total of € 13,590 in relation to the realization in 2012.

The comparison of the realisation for the year 2013 according to the financial plan, i.e. the last adopted revision, shows that the largest deviation can be determined by the costs of rental of premises used by the EMUNI in the amount of € 16,691.

Larger deviations from the plan can be detected also by the costs of the EMUNI Development Conference, as they were lower than planned by 3773 euros. As part of the conference costs also the cost of transport services of members of EMUNI bodies as well as overnight accommodation costs were lower than envisaged. Savings are also visible also in the costs of general travel missions for employees, i.e. in the amount of € 2,566. Higher costs than planned are visible only by the costs of freelance contracts and contracts for services in the amount of € 3,766 and the costs of international institutional framework of the operation of the EMUNI University in the amount of € 1,997.

Differences in the costs of other services and material costs do not exceed 1% of the total structure of expenditure.

Explanation for the MESS source of financing by the cash flow

Revenues from the MESS source by the cash flow amount to € 388,985, which is in line with the revised financial plan for 2013. Total income from all sources amounts to a total of € 538,631, which is € 242,866 less than what was planned in the revised financial plan for 2013. The difference stems from the European Union sources for the ENPI project as an overview of the final report and the financial report has not yet been finished at the European Commission.

Expenditure outturn from the MESS source was in the previous year lower by € 19,486 than the revised budget. The envisaged payment of rent for the use of premises in the amount of € 16,691 was not carried out, because the EMUNI University has not yet concluded an agreement with the Department for investments in MESS regarding the use of premises and payment of rent. The remaining difference between revenues and expenditures from the MESS source in favor of EMUNI in the amount of € 2,795 applies to lower labor costs than planned as a result of sick leave in November and December 2013. Total expenses in 2013 from all sources amounted to € 552,558, which is € 234,219 less than what was planned in the revised financial plan for 2013. The biggest difference is the result of planned obligations under the ENPI Project.

Revenues from the MESS source by cash flow increased by € 4,287 from the funds received in 2012, while the funds received from all sources of financing are lower by € 206,115, which is due to the inflow in 2012 by the EMUNI Foundation (loans totaling € 166,000) and INPS assets intended for scholarships for study programmes at partner institutions.

Realized expenditures from the MESS source are in 2013 by € 15,199 lower than in 2012. The biggest difference stems from unrealized rent expenditure. Material costs were higher by € 19,366 compared to 2012 due to the payment of operating expenses for the previous and the current period as part of the financial consolidation. Costs of services increased by € 30,568 in total. The increase of the costs of services is noted in the areas of freelance contracts and contracts for services, as well as the costs associated with the development conference, which in 2013 was funded by the Ministry competent for Higher Education for the first time. Labor costs from the MESS source by the cash flow decreased by € 52,674, due to fewer employees, a reduction of salaries in accordance with the additional measures in connection with salaries and other labor costs in the public sector and the payment of holiday pay in accordance with the Fiscal balance act. Total expenditure in 2013 decreased by € 144,244 than the realization in 2012. The biggest difference is related to a payment of freelance contracts to the experts of the ENPI project out of the EU funds.

17.5. Report on the funds received from the budget of local communities

The EMUNI University did not receive funds from the budget of local communities in 2013.

17.6 Report on other funding received from the budget of the European Communities

Total revenues received from the European Community by the EMUNI University for the purposes of the project Handson ICT amounted to € 14,963. Expenditure for the project amounts to € 11,792.40. The funds were used for the work of experts on the project in the frame of freelance contracts, management of the project by the Acting EMUNI President and expenses for travel missions in the framework of the meetings of the project consortium.

Despite the planned completion of the ENPI project in 2013 the planned payments in the amount of 245,867 EUR and revenues in the amount of 245,867 EUR were not carried out. As the European Commission has not yet made a final evaluation of the project and of the study programmes evaluated by the European Commission, we will have to realize payments in 2014. The planned revenues of the ENPI project in 2014 amounted to € 245,867.

The EMUNI University in 2013 received no funds from the European Community under the National Agency CMEPIUS agreements, because as a result of the obligations for the repayment of funds to the National Agency we are not able to apply to new published projects. In December 2013, the last payment was made with regards to this issue, and therefore in 2014 the EMUNI University will be able to re-apply to the published mobility projects for which a grant is expected in 2015.

17.7. The report on the received funds from the EMUNI Foundation

Funds received by the EMUNI University from the EMUNI Foundation in 2013 amounted to € 28,000. Grant to carry out the summer Translation school for doctoral teachers translation amounted to € 3,000, while the resources envisaged for the payment of the issue of the IJEMS journal to the publishing house Springer, amounted to € 25,000.

In 2011 and 2012 the EMUNI University received loans from the EMUNI Foundation in the amount of € 193,000 in order to pay the costs of professional upgrading study programmes EMS, operating costs and liabilities arising from the project ENPI. The EMUNI University requested the EMUNI Foundation to convert the received loans into a grant, which will help to cover the surplus of expenditure over revenues in the period 2011-2012.

The possible conversion of the loan into a grant will be decided by the Management Board of the EMUNI Foundation.

17.8 The revenue and expenditure structure for 2013 by the source of financing

Table 17.8: The revenue and expenditure structure for 2013 by the source of financing (in EUR)

Source	Revenues	Expenditure	Variance Revenues - Expenditure	Share of expenditure in revenues (index)	Revenues structure (index)	Expenditure structure (index)
Public finance revenues	450.573,05	449.226,00	1.347,05	99,70	100,00	100,00
MESS	387.241,05	368.013,58	19.227,47	95,03	85,94	81,92
Other funds from the EU budget (other projects from the EU budget)	14.663,40	11.792,40	2.871,00	80,42	3,25	2,63
Other resources	48.668,60	69.420,02	-20.751,42	142,64	10,80	15,45
Market: Sale of goods and services on the market	0,00	0,00	0,00	-	0,00	0,00
Total	450.573,05	449.226,00	1.347,05	99,70	100,00	100,00

Structure of revenues from the sales of goods and services on the market (in EUR)

In 2013 the EMUNI University had no revenues from the sales of goods and services on the market.

12 ATTACHMENTS

Table 17.4: Summary of the financial plan for 2014 by the cash flow (in EUR)

Item	Realisation 2013					Total Real. 13 / Revision. FN13	MIZŠ Real. 13 / Reb. FN13	Total Real. 13 / Realiz. 12	MESS Real. 13 / Realiz. 12
	Total	MESS	EU Funds	EMUNI Foundation	Other				
TOTAL REVENUE	538.631	388.985	14.718	28.000	106.927	68,9	100,0	72,3	101,1
TOTAL EXPENDITURE	552.558	369.499	53.657	30.845	98.556	70,2	95,0	79,3	96,0
VARIANCE BETWEEN REVENUE AND EXPENDITURE	-13.927	19.486	-38.939	-2.845	8.371	263,8	1.316.317,187	-29,0	-376.526,506
Cost of material	71.129	25.529	500	25.000	20.100	118,2	101,8	1.146,1	414,2
Cost of services	190.670	137.619	45.137	819	7.095	47,8	89,5	67,4	128,6
Labour costs	213.932	205.911	8.021	0	0	97,0	98,2	82,7	79,6
Other costs	76.827	440	0	5.026	71.361	71,5	108,4	51,5	3,4

Table 17.5: Realisation of expenditure in 2013 by expense purpose and source of financing (in EUR) – accounting period principle

Expenditure by purpose	Source from which the expenses according to the purpose were covered				
	Total	MESS	EU funds	Revenue from scholarships	Other
Common operations of the University – labour costs	187.462	178.450	9.012		0
Common operations of the University – costs of goods, material and services – general business missions of the employees	18.744	18.744			
Common operations of the University – costs of goods, material and services – freelance contracts and contracts for services	22.403	22.403			
Common operations of the University - costs of goods, material and services - other	104.590	104.590			
Implementation of the professional upgrading study programme Euro-Mediterranean Studies	2.711	2.711		0	
EMUNI Translation Studies Doctoral and Teacher Training Summer School	3.000			3.000	
INPS	0				0
ENPI project	39.664		39.664		
Handon ICT4T project	3.542		3.542		
Euromed Migration III	0				
CMEPIUS funds return	25.994				25.994
International institutional framework	7.119	7.119			
EMUNI development conference	22.200	22.200			
Public relations (PR)	0	0			
IT services, technical support and information-communication affairs	4.171	4.171			
University bodies sessions 2013	7.626	7.626			
Total	449.226	368.014	52.218	3.000	25.994

Table 17.7: Table of monthly expenditure of the EMUNI University for 2013 for the MESS Source (in EUR) – cash flow principle

Item	Total MESS	Jan-2013	Feb-2013	Mar-2013	Apr-2013	May-2013	June-2013	July-2013	Aug-2013	Sep-2013	Oct-2013	Nov-2013	Dec-2013
TOTAL REVENUES	388.985,00	27.885,95	25.480,45	29.190,47	29.190,47	28.262,96	33.106,96	26.407,95	28.243,17	39.831,9	38.172,03	32.625,69	50.587,00
TOTAL EXPENDITURE	369.498,73	25.605,91	23.015,86	18.695,34	34.505,42	30.701,42	23.162,14	39.604,77	24.399,83	23.842,91	39.398,66	31.835,81	54.730,66
COSTS OF MATERIAL	25.529,21	64,64	0,00	120,62	6.381,52	1.723,38	250,45	6.778,95	1.616,01	268,40	7.809,07	199,09	317,09
Electricity costs	11.248,92				4.227,48	500,00		3.736,22	721,37		1.807,52		256,33
Heating costs	9.882,82				1.056,94	500,00		2.503,81	695,09		5.126,98		
Water costs	2.411,16				894,33			502,71	139,56		874,56		
Costs of literature, reference books	0,00				0,00								
Office material costs	1.259,06	64,64			25,60	445,38	250,45			268,40		143,83	60,76
Other material	727,25			120,62	177,17	278,00		36,20	60,00			55,26	
COSTS OF SERVICES	137.618,77	6.427,46	3.768,36	3.301,83	12.039,71	13.275,80	4.929,48	17.006,40	5.725,58	6.698,99	13.603,34	14.081,32	36.760,49
Services related to operations	7.708,70	575,87	555,18	815,95	727,72	768,80	884,08	930,80	556,08	594,83	436,80	334,57	528,02
Postal services, postage	849,46	25,56		131,69	0,00	182,49	32,67	30,41	79,27	191,72	51,60	33,11	90,94
Telephone costs	6.859,24	550,31	555,18	684,26	727,72	586,31	851,41	900,39	476,81	403,11	385,20	301,46	437,08
Other costs related to the core activity	0,00												
Costs of running and investment maintenance and rent	7.211,25	0,00	0,00	0,00	2.113,88	0,00	0,00	1.579,06	438,37	0,00	2.336,94	0,00	743,00
Running maintenance costs	6.468,25				2.113,88			1.579,06	438,37		2.336,94		
Rent costs	743,00												743,00
Costs of payment transactions and insurance	992,97	23,80	0,80	124,05	76,46	51,12	64,24	64,75	86,95	65,42	207,38	116,62	111,38

services													
Insurance premium costs	77,15	23,00										54,15	
Costs of payment transactions	915,82	0,80	0,80	124,05	76,46	51,12	64,24	64,75	86,95	65,42	207,38	62,47	111,38
Public utilities and transport costs	30.088,33	943,65	627,32	95,99	3.303,40	2.254,98	1.234,96	3.394,23	610,37	925,00	521,70	4.312,47	11.864,26
Public utilities	2.367,19				1.707,37			516,45	143,37				
Transport costs	27.721,14	943,65	627,32	95,99	1.596,03	2.254,98	1.234,96	2.877,78	467,00	925,00	521,70	4.312,47	11.864,26
Intellectual services	15.232,81	1.960,50	877,57	720,00	2.412,80	1.840,00	1.440,00	1.060,00	832,00	1.233,40	904,00	1.025,70	926,84
Registration, participation fees, seminars, consulting	0,00												
Education, expert training (study)	0,00												
Medical services costs	141,57		91,57						50,00				
IT services costs	4.170,94	363,00	66,00		1.070,00	1.120,00		340,00	50,00	501,40	172,00	293,70	194,84
Translation, editing	1.500,30	877,50			622,80								
Accounting costs	9.420,00	720,00	720,00	720,00	720,00	720,00	1.440,00	720,00	732,00	732,00	732,00	732,00	732,00
Costs of business trips	17.837,16	1.458,59	1.197,08	1.089,73	1.558,15	3.954,37	890,09	744,54	1.992,46	1.399,65	916,26	443,45	2.192,80
Daily allowances for business trips	1.807,74	130,40	865,74	121,10	32,00	150,00	88,00	94,00			8,80		317,70
mileage reimbursement	6.402,17	1.180,69	273,54	626,23	252,69	822,74	506,48	527,13	166,22		682,14	200,85	1.163,47
Lodging on business trips	8.516,89			125,50	1.250,00	2.911,33	186,01	86,01	1.818,04	1.279,65	192,02	165,30	503,03
Parking fees, road tolls on business trips	840,46	147,50	27,80	216,90	18,16	70,30	63,20	37,40			33,30	17,30	208,60
Other costs related to business trips	269,90		30,00		5,30		46,40		8,20	120,00		60,00	

Freelance contracts and contracts for services	24.497,72	807,65	0,00	0,00	0,00	0,00	0,00	5.627,55	0,00	0,00	5.210,65	6.737,12	6.114,75
Freelance contracts	9.715,95							5.627,55			387,50		3.700,90
Contracts for services	14.781,77	807,65									4.823,15	6.737,12	2.413,85
Other services	34.049,82	657,40	510,41	456,11	1.847,31	4.406,53	416,11	3.605,47	1.209,35	2.480,69	3.069,61	1.111,39	14.279,44
Conventions and other major events	4.289,96												4.289,96
Food on conventions and other major events	4.226,77									300,00			3.926,77
Printing costs	2.566,28	263,25	78,76	78,76	1.078,76	78,76	78,76	80,07	80,07	213,73	183,12	165,32	186,92
Advertising and promotion costs	1.804,20				431,20	1.373,00							
Costs of administrative and other ads	0,00												
Students hired through students' employment agencies	0,00												
Cleaning of business premises	3.805,64	254,15	337,35	337,35	337,35	337,35	337,35	338,63	338,63	171,59	338,63	338,63	338,63
Other services	16.134,86				0,00	2.420,00		3.186,77	601,19	1.626,63	2.426,71	600,00	5.273,56
Entertainment costs	1.222,11	140,00	94,30	40,00	0,00	197,42			189,46	168,74	121,15	7,44	263,60
Safety at work costs	0,00												
AMORTISATION COSTS	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
RESERVATIONS	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
LABOUR COSTS	205.911,17	19.113,81	19.247,50	15.152,89	16.065,01	15.455,84	17.982,21	15.819,42	17.058,24	16.875,52	17.986,25	17.501,40	17.653,08
Saleries to employees	162.065,88	15.660,56	15.580,89	12.208,35	12.289,99	12.423,25	12.502,76	12.582,49	13.214,93	13.792,75	13.979,83	13.805,73	14.024,35
Payroll allowances	0,00												
Refund of work-related expenses to employees	16.022,68	931,90	1.158,10	979,00	1.796,32	1.032,44	1.736,50	1.211,16	1.715,69	862,14	1.755,67	1.472,94	1.370,82
Holiday allowances	1.730,00						1.730,00						

Employer's contributions	26.092,61	2.521,35	2.508,51	1.965,54	1.978,70	2.000,15	2.012,95	2.025,77	2.127,62	2.220,63	2.250,75	2.222,73	2.257,91
OTHER COSTS	439,58	0,00	0,00	120,00	19,18	246,40	0,00	0,00	0,00	0,00	0,00	54,00	0,00
Corporate-profit tax	0,00												
Administrative fees	116,40					116,40							
Fees for the use of construction land	0,00												
Membership fees	54,00											54,00	
Scholarships	0,00												
Grants to students on internships with contributions	0,00												
Costs of study programmes	269,18			120,00	19,18	130,00							

Portorož, 28.2.2014

For the accounting report:

Ljiljana Jurcan
Konto Obala d.o.o.

For the work report:

EMUNI University
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