

Pursuant to Article 80 of the Higher Education Act (Official Gazette of the RS, no. 32/2012-UPB7, 40/2012-ZUJF, 57/2012-ZPCP-2D, 109/2012), the Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes (Official Gazette of the RS, no. 95/2010, 17/2011, 51/2012, 6/2013, 88/2013), and Article 45 of the Statute of the Euro-Mediterranean University, the Senate of the Euro-Mediterranean University at its 19th session on 23. 9. 2014, adopted the following

QUALITY MANUAL AT EURO-MEDITERRANEAN UNIVERSITY

1. General provisions

The Quality Manual determines the quality system and quality assurance procedures and instruments at the Euro-Mediterranean University (hereinafter: EMUNI University).

1.1. Basis for the Rules on Quality

The Quality Manual complies with Slovenian and European standards, namely with the:

- Higher Education Act (Official Gazette of the RS, no. 32/2012-UPB7, 40/2012-ZUJF, 57/2012-ZPCP-2D, 109/2012),
- Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes (Official Gazette of the RS, no. 95/2010, 17/2011, 51/2012, 6/2013, 88/2013),
- Standards and Guidelines for Quality Assurance in the European Higher Education Area (the European Association for Quality Assurance in Higher Education, Helsinki, 2005),
- Resolution on National Programme of Higher Education 2011-2020 (ReNPVŠ11-20) (Official Gazette of the RS, no. 41/2011).

EMUNI's vision and mission (Annex 1) and strategic goals (Annex 2) demonstrate its focus on quality in the areas of education, research, cooperation with the local and wider community and development of the knowledge society. EMUNI's values are expressed through its operation and build its reputation in the eyes of all its stakeholders. Its organisation (Annex 3) enables EMUNI to operate in accordance with its vision and mission, as well as to achieve its strategic goals in all areas of its operation.

Quality is of crucial importance for EMUNI, since it aims to operate as an international university, achieving excellence in teaching and research, and contribute to local and wider community, especially in the EUROMED region. For this reason, the quality system is particularly important.

1.2. Purpose and content of the Quality Manual

The purpose of the Quality Manual is to establish appropriate procedures and instruments for quality monitoring and assurance, and to ensure the participation and cooperation of all stakeholders involved in EMUNI's operation and quality assurance process.

The Quality Manual determines data collection methods and record keeping in the areas crucial for EMUNI's operation and quality. Continuous and systematic monitoring of these areas is a

prerequisite for identifying strengths and weaknesses in its operation, and serves as the basis for planning improvements.

The Quality Manual determines the:

- evaluation and self-evaluation procedures,
- key reports and analyses,
- content and structure of reports,
- time frame for implementing quality assurance activities,
- duties and responsibilities, and the procedures for the adoption of measures for improvements.

2. Areas subject to quality assessment

The areas¹ subject to quality assessment at EMUNI are its:

1. integration in the community,
2. operation (in terms of its study programmes, a special emphasis is put on the justification of the need for these study programmes, as well as on the organisation and implementation of education),
3. staff,
4. students,
5. material conditions (premises, facilities, equipment, library and information activities, finances),
6. quality assurance, innovation and development efforts.

A list of quality assurance indicators by areas of assessment is available in Annex 4.

3. Quality assurance procedures

Quality assurance is based on regular and systematic monitoring of EMUNI's operation, various analyses and reports, which serve as the basis for the adoption of measures to increase the quality of its operation and planning. EMUNI monitors the implementation of plans by individual activity, promptly makes corrections or adjustments as required, and, through the competent bodies, and adopts appropriate measures for improvement. Such monitoring is based on the evaluation of all EMUNI's activities, including education and research, the sufficiency and diversity of resources and the development of the institution and its community. EMUNI's reports contain data and analyses of various areas, as well as the assessment of the current situation and trends.

Key planning and reporting documents:

- annual work programme and financial plan,
- annual report,
- self-evaluation report.

Internal reporting documents (annual):

- report on education,

¹ Article 25 of the Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes (Official Gazette of the RS, no. 95/2010, [17/2011](#), [51/2012](#), [6/2013](#), [88/2013](#)).

- report on research and professional work and achievements,
- analysis of student opinion surveys,
- analysis of graduate opinion surveys,
- analysis of teaching staff opinion surveys,
- analysis of administrative staff opinion surveys.

Internal planning documents (annual):

- implementation plan,
- academic calendar,
- plan for the implementation of quality assurance processes.

The plan for the implementation of quality assurance processes contains the areas, procedures and time frame for quality monitoring in the current academic year. The plan is adopted by the President.

Based on report findings, the EMUNI bodies propose measures for improvement. Such measures are implemented on an ongoing basis or, when appropriate, are included in the annual work programme for the following year.

4. Quality assurance instruments

Quality assurance instruments are surveys for different stakeholders:

- Student opinion surveys and the actual student workload survey:
 - carried out once per year, after the completion of lectures,
 - students evaluate the implementation of study units (courses) and their workload related to these units,
- Graduate opinion surveys:
 - carried out once a year, approximately one year after the students' graduation,
- Teaching staff opinion surveys:
 - carried after the completion of each study unit,
- Administrative staff opinion surveys:
 - carried out once a year.

Reports for all 4 surveys are prepared and measures for improvements are proposed, usually in July.

The information on the actual student workload is gathered each year, as part of student opinion surveys and/or through focus groups.

The reports on opinion surveys and the monitoring report on student workload are also partly included in the report on education and in the self-evaluation report.

5. Types of assessment of EMUNI's operation

5.1. Accreditation (national)

Accreditation is the process of verifying compliance with the statutory conditions and of assessing the compliance with the Agency's accreditation criteria for the provision of higher education activities and the quality of higher education institutions and their study programmes. The

accreditation may be initial accreditation or re-accreditation (at least every seven years), and applies to either a higher education institution or its study programme.

The procedure for re-accreditation of a higher education institution or study programme is initiated at the request of the applicant, with the assessment and evidence procedure carried out by means of external evaluation and concluded with a decision on re-accreditation².

5.2. Self-evaluation

Self-evaluation is the process of assessing EMUNI's operation, carried out by EMUNI itself.

EMUNI regularly carries out self-evaluation, including³:

- evaluation of teaching by students and other relevant community stakeholders,
- evaluation of the sufficiency and diversity of funding from national and international sources, and of its financial performance,
- documentation of its development in relation to the development of the relevant community,
- documentation of shortcomings and mistakes,
- analysis of achievements,
- assessment of the quality of all its activities and the preparation of proposals for improvement.

Findings on the quality of EMUNI's operation, their analysis and proposals for improvement are available in the self-evaluation report.

The self-evaluation report collects and presents records of EMUNI's various aspects and activities, including its organisation, education, research and other activities, cooperation with the community, as well as the data on its students and staff in a given academic year. In addition to the key information about its study programmes, enrolment, students, graduates and the effectiveness of studies, the report also contains the analyses of student and graduate opinion surveys as well as the analyses of other phenomena, monitored as the need arises from various EMUNI's offices and bodies.

5.3. External evaluation and international (professional) accreditations

External evaluation is the process during which EMUNI's operation is assessed by external evaluators.

In the process of external evaluation, all the areas subject to assessment in the process of institutional or programme accreditation are assessed in accordance with the Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes (Official Gazette of the RS, no. 95/2010).

² Article 31 of the Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes (Official Gazette of the RS, no. 95/2010, [17/2011](#), [51/2012](#), [6/2013](#), [88/2013](#), 40/2014).

³ Article 28 of the Criteria for the Accreditation and External Evaluation of Higher Education Institutions and Study Programmes (Official Gazette of the RS, no. 95/2010, [17/2011](#), [51/2012](#), [6/2013](#), [88/2013](#), 40/2014).

International accreditation is the process of external evaluation, carried out by the competent foreign institution in accordance with the quality standards specified by that international accreditation. EMUNI aims to obtain international institutional and programme accreditations.

6. Responsibility for quality assurance

The person responsible for EMUNI's operation and implementation of the quality system is its President.

Other EMUNI bodies involved in quality assurance:

- The Senate, which:
 - is responsible for monitoring the quality of education, research and development activities,
 - is informed on the quality assurance reports,
 - adopts the report on education, the report on research and professional work and achievements, and the self-evaluation report.
- The Management Board, which:
 - adopts the work programme with the financial plan and the annual report, and submits them to the founder,
 - discusses the reports on EMUNI's activities and, in the framework of the Annual Work Plan, adopts the proposed measures for improvements,
 - is informed on the quality assurance reports.
- The General Assembly, which:
 - Discusses the reports on EMUNI's activities.
- The Quality Assurance Commission, which:
 - reviews EMUNI's reports on quality assurance at the level of EMUNI as a whole, and in the areas of education and research,
 - reviews the proposed indicators, standards and procedures for monitoring the effectiveness of major areas of EMUNI's operation.
- Commission for Student and Study Affairs, and
- Others, if appropriate.

The procedures for document preparation and review ensure that these processes involve all EMUNI's internal stakeholders (academic and administrative staff, students, graduates).

Once a year, EMUNI presents its achievements to the wider public. The presentation is organised for internal as well as external stakeholders (businesses, the local community, the media and others).

7. Confidentiality and retention of documents

All personal data shall be collected and published in accordance with the rules on personal data protection.

Evaluation reports (key documents, reports) shall be kept by EMUNI permanently, while documents (analyses) written in the process of preparing evaluation reports shall be kept for a period of five years.

Self-evaluation reports shall be published on the EMUNI website.

8. Final provisions

The content of the Quality Manual and proposals for their amendments are reviewed by the Quality Assurance Commission and adopted by the Senate.

The Quality Manual enters into force upon its adoption by the Senate, and is published on the EMUNI website. The previous Quality Manual, adopted on 14. 12. 2012, is no longer valid.

Prof. Dr. Abdelhamid El-Zoheiry
President of the EMUNI University

Annexes:

Annex 1: Mission and vision

Annex 2: Strategy

Annex 3: Key information about EMUNI

Key information/contact

Education activities – study programs

Research activities

Cooperation with the community

Organisation chart

Annex 4: EMUNI's quality assurance indicators

Annex 1

Mission and Vision

- 1. Vision (adopted in the framework of the Annual Work Plan at the 5th EMUNI Management Board session on 25 September 2009 in Portorož)**

The international Euro-Mediterranean University (EMUNI University), headquartered in Slovenia will significantly contribute to the development of Higher-Education and Research Area and to

sustainable development of wider social-economic and cultural environment in the EUROMED countries and to the recognisability of Slovenia in the region - Union for the Mediterranean.

2. Mission (adopted in the framework of the Annual Work Plan at the 5th EMUNI Management Board session on 25 September 2009 in Portorož)

The EMUNI University is an international association of universities with headquarters in Slovenia. It represents one of the six projects of the Union of the Mediterranean, approved in the frame of a common declaration, adopted in Paris on 13 July 2009. 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 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 activities to strengthening intercultural dialogue and to the priority goals of the Barcelona process, which is in the broader sense included also in the Union for the Mediterranean.

EMUNI UNIVERSITY
DEVELOPMENT STRATEGY 2014–2018

NEW HORIZONS, NEW OPPORTUNITIES

EMUNI Development Strategy 2014-2018 was adopted at the 25th session of EMUNI Management Board Correspondence Session which took place between Friday, 21 February, and Tuesday, 25 February 2014

INTRODUCTION

The idea of the Euro-Mediterranean higher education institution was born during the Barcelona process in 1998, with the aim to foster intercultural dialogue between the North and the South shore of the Mediterranean, bring people (particularly youth) together and make exchange of ideas, opinion, knowledge and experiences easier. The EMUNI University has become one of the six key initiatives of the UfM. The Paris summit in 2008 led to first conclusion – establishment of the Euro-Mediterranean University with its headquarter in Portorož (Slovenia).

EMUNI's main tasks will be to significantly contribute to the creation of the unified and integrated Euro-Mediterranean higher education and research area, creation of intelligible and future-oriented development strategy and organisation, increase the number of study programmes, increase the number of participants at international and other events related to the EMUNI University,(e. g. summer schools and professional upgrading programmes), enhance research work and strengthen the cooperation with national and international environment.

EMUNI University is the first international university with its seat in Slovenia and the international organisation at the same time, since it encompasses more than 200 member universities and international institutions from the Euro-Mediterranean region as well as from wider European area. As such it has a solid leverage to become an instrument of foreign policy in the Euro-Mediterranean space, since its values surpass national, cultural and religious frames. Thus it can also play a significant role in reconciliatory and peace processes in the region. These elements are nevertheless included in designing of the study programmes.

Vision

The Euro-Mediterranean University (EMUNI University), headquartered in Slovenia will significantly contribute to the development of Higher Education and Research Area and to 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. EMUNI University will offer unique inter- and multidisciplinary research and academic programmes in the Euro-Mediterranean region. EMUNI University will answer to the future needs of the European as well as to the Euro-Mediterranean labour market. Mobility, student and teacher exchanges will be one the most powerful tools of EMUNI University to achieve the goal of main promoter of intercultural and inter-religious dialogue.

Mission

EMUNI University represents one of the six projects of the Union of the Mediterranean (UfM), approved in the frame of a common declaration, adopted in Paris on 13 July 2008. The time being, EMUNI mostly functions as a network, but it is planning its own Masters courses, PhD programs and research projects. 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 a real international university, which will acknowledge cultural diversity;
- establishing a university environment capable of stimulating 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.

EMUNI's strategic goals

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 and are focused in knowledge, productivity and employability. The study programmes will be implemented at the EMUNI University as well as other universities, co-founders of the EMUNI University. From this point of view, EMUNI will function as a “*diffused university*”. EMUNI aims to promote joint research projects with the participation of EU and non-EU universities, for contributing to the social and economic development

of the Euro-Mediterranean area. From this point of view, it will mainly function as a “*university of universities*”, stimulating synergies between its partners.

EMUNI will give priority to applied research projects and to cooperation between companies and universities, in order to contribute to the development of the Euro-Mediterranean area. EMUNI will envisage to promote workers’ skills in the Euro-Mediterranean countries, related to the UfM priorities. EMUNI University will follow and adapt the learning process (study programmes and research activities) in the way to answer the needs of the Euro-Mediterranean reality.

Due to waste network, the EMUNI University can assess the needs at a large scale and leverage distinctive capabilities and competences to design customized, market-oriented and project-driven study programmes for the Euro-Mediterranean region.

Long-term goals

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 2018
To implement accredited and notified post-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 post-graduate study programmes	Number of accredited post-graduate study programmes; valid accreditation at the Slovenian Quality Assurance Agency (SQAA) for Higher Education	4	10
To implement international educational activity, which completes academic activities	Implementation of international summer schools, international events and conclusion of bilateral Erasmus agreements and other agreements	Number of summer schools	3	20
To strengthen and enrich the EMUNI network	Strengthening the network of EMUNI partner universities and other institutions	Number of international agreements (partners of EMUNI University)	206	200
		Number of international events	2013, 3	2018, 5
To strengthen research work, related to education	Application of EMUNI University as a research organisation and the creation of the EMUNI research group	Obtain the status of a research organisation	2013, NO	YES (2014)
	Preparation and applications to projects together with partners	Number of research projects, where EMUNI is the applicant or partner	3	10
To issue the international scientific journal IJEMS	Continued issuing of the journal IJEMS, settling the relations with Springer publishing, ensuring funds	Number of issued journals annually	2	4
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

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 2018
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	8 %	50 %
To arrange the institutional accreditation of the University	Fulfilling the conditions for prolongation of the accreditation	Extending the accreditations for the next 7 years	accreditation until 2016	Reaccreditation until 2023

Strategic priority areas

Consolidation of the EMUNI University

It is of strategic significance for the EMUNI University to undergo an appropriate consolidation. Therefore the EMUNI University Development Strategy 2014–2018 will contain ways on how the EMUNI University should be consolidated – relating to statutory, personnel and financial changes in the long-term.

In the field of the financial consolidation, EMUNI University has a goal to assure diversification of financial resources and consequently assure greater independence from the state budget of the Republic of Slovenia.

To enhance the EMUNI network

The Mission of the EMUNI University is to become an international university respecting cultural difference and creating university environment, which shall be an incentive for connecting people from different cultures in the academic sphere. This can be achieved through the international cooperation of different universities and other institutions in the region. Therefore the EMUNI University will strive to enhance its network of partner universities and other intuitions. The measure for the achievement of this goal is the number of EMUNI active and devoted members and number of international events, where all EMUNI members participate. The number of EMUNI members has been increasing through years – in 2014 there are 206 members. Since EMUNI University needs a strong, stable and reliable partner network, we will make a revision of its membership by 2018 with intent to enhance the network, create solid partnerships and improve cooperation.

With the intention of exchanging knowledge, experience and good practices between partner universities and institutions, the EMUNI University will continue with its practice of organising international events. By 2018, the EMUNI University will organise one major international academic research conference (HE&R or Res Souk) per year together with 5 other smaller international events.

To develop a scholarship strategy policy and its implementation

The EMUNI University will prepare a paper proposal for scholarship policy and its programme of implementation with an aim to assure financial resources for students and incentive of enrolment in EMUNI study programmes. Therefore a strategic document will be prepared, with the help of which the EMUNI University can search

for financial resources for scholarships at different international economic and industry stakeholders as well as at Slovene Human Resources Development and Scholarship Fund.

Our goal is to provide 1/3 of students with scholarships to cover tuition fee, accommodation costs and transport. Scholarships shall be primarily intended for the students from the Western Balkan, Middle East and North Africa.

To implement accredited post-graduate study programmes

The EMUNI University has not accredited any under-graduate or post-graduate study programmes since 2008 neither professional upgrading study programmes. In 2013 it defined topics, interesting for the Euro-Mediterranean area, defined its partners for cooperation in implementing study programmes and carried out all necessary procedures to notify and accredit study programmes. There were 2 master study programmes and 1 PhD study programme notified and entered into registered at the competent ministry for higher education.

Currently, there are 3 master study programmes in the process of notification and 1 master study programme and 1 professional upgrading study programme in the process of accreditation.

The final indicator, as stated in the Revised Work Programme for the year 2013, is to have 5 accredited undergraduate and postgraduate study programmes at SQAA by 2016. The goal is to get the accreditation for study programmes, launch the call for enrolment of students and implement study programmes. By 2018, EMUNI University will acquire accreditation and start with the implementation of at least 3 study programmes that were developed as final products of the ENPI/2009/226-479 »Support to the Euro-Mediterranean University (EMUNI) in Slovenia« project. At the same time, the EMUNI University will by 2018 strive to expand and give effect to university policies in the fields of quality assurance, e-learning and master and PhD study programmes which were developed under the above mentioned project.

When carrying out the study programmes, EMUNI University should integrate innovative, value-adding, and value-generating learning processes and applications with intention to achieve optimal learning results and outcomes.

To implement upgrading study programmes and summer schools

Within its international education activities, the EMUNI University in cooperation with its partners from the Euro-Mediterranean region organizes summer schools and international events (EMUNI regional days, round tables, PhD seminars etc.). For easier and more quality implementation of these activities, EMUNI University uses Erasmus bilateral agreements, which enable the implementation of activities within the frame of mobility programmes of the European Union.

The final indicator, as stated in the Revised Work Programme for the year 2013, is to organize 20 summer schools together with doctoral seminars by the year 2016. In accordance with the accreditation of new undergraduate and postgraduate study programmes, the EMUNI University in cooperation with partner universities will strive to organise summer schools with a basic aim of a discussion about the current Euro-Mediterranean questions.

In 2014 new Erasmus Mobility Charter shall take effect. In May 2013 the EMUNI University submitted an application for the extension of the Erasmus Mobility Charter. In case of extension the EMUNI University will further strive with its current partners to renew bilateral agreements and get new partners.

In 2013 the EMUNI University has 40 concluded Erasmus Bilateral Agreements. The first goal of the EMUNI University is to renew current bilateral agreements with partner universities and at the same time to get new partners. By 2018 EMUNI University foresees to conclude 50 Erasmus Bilateral Agreements.

To implement study activities through e-education

The EMUNI University will contribute to the usage of modern technologies in education, because e-learning is an appropriate educational tool, since EMUNI University is focused on the Euro-Mediterranean region and broader, where the goal is to offer topics and courses in the e-environment to carry out combined learning and in MOOC (*Massive Open Online Courses*), which changes the nature of higher education and which the renowned universities have been implementing for years when offering their on-line courses for free.

In order to assure greater access to education programmes in the Euro-Mediterranean region, the goal of the EMUNI University by 2018 is to implement study programmes on-line and thus offer distance e-learning. With the intention to assure higher quality, the EMUNI University will strive to implement combined education, where elements of e-learning and attending of courses at the University shall intertwine.

To strengthen research work, related to education

The EMUNI University with its integration in regional and broader international environment is a part of research area, which is closely linked to the education activity. But the research area is much broader. Thus, the EMUNI University is part of 4 bigger EU projects as leader or partner: support to EMUNI University ENPI/2009/226-479, ENPI Migration III, HANDSON ICT in ECEFP.

Academic-research work is of crucial importance for the exchange of knowledge and experience, enhancing mutual cooperation and contributing to development of higher education area in the Euro-Mediterranean region. The EMUNI University will strive by 2018 to cooperate in 12 international research projects (submitted in EU programmes or other international financial mechanisms) as applicant or partner.

International scientific journal IJEMS

International Journal of Euro-Mediterranean Studies (IJEMS) represents an interdisciplinary contribution to research topics, related and relevant for the Euro-Mediterranean region. IJEMS is an international academic journal, focused on the promotion of intercultural dialogue and exchange of social environments, development of human resources and a credit for better mutual understanding in the broader Euro-Mediterranean region.

The goal of the EMUNI University is to issue 4 international journals per year by 2016. The same number shall be preserved also by 2018. By issuing IJEMS, EMUNI University wishes to contribute to the development and enrichment of the Euro-Mediterranean education and research area and also to the European Research Area. At the same time the goal of issuing the international journal is to offer an opportunity to professors and well as to students of EMUNI University to publish their findings of research work.

To improve personnel structure

In the academic year 2014/2015, the EMUNI University will implement study programmes, meaning that the scope of work will increase at all departments of the University. With an aim to assure the highest assurance of service quality and implementation of study programmes, the EMUNI University will encourage in the frame of its possibilities a bigger number of employees to support and develop its activities.

The final indicator, as stated in the Revised Work Programme for the year 2013, is to increase number of employees by 2016 to 12. An increased scope of work will be necessary due to more tasks foreseen, which will be a consequence of beginning of implementation of study programmes and enhanced international cooperation.

To achieve diversity in the financial resources structure

Since its establishment, the main financial source for the EMUNI University was a state budget of the Republic of Slovenia and resources acquired from the EMUNI Foundation and through EU financial support programmes. The long-term goal of the EMUNI University is to acquire financial structure for its regular activities also other, non-public resources and thus diversify the financial resources. Accordingly, the EMUNI University wishes to increase the percentage of non-public funding.

The final indicator, as stated in the Revised Work Programme for the year 2013, is to acquire by 2016 a bigger percentage of non-state budget resources in the amount of 40 % and by 2018 up to 50 %. Non-state budget resources shall be obtained by the EMUNI University also in cooperation with enterprises and donors from Slovenia and the Euro-Mediterranean region.

To arrange the institutional accreditation of the University

The EMUNI University will strive to achieve all necessary conditions for the extension of institutional accreditation at the SQAA for the next 7 year.

The goal of the EMUNI University in 2014 is to extend institutional accreditation to 2021.

Long-term guidelines

EMUNI as a think-tank organisation

EMUNI is an important institution in the Euro-Mediterranean region as one of the priorities of the Union for the Mediterranean. The diversity of its international partners reflects the fact that the institution has a large research and development potential, with both academic staff and students coming from different states of the Euro-Mediterranean region, cultures and religions.

The aim is that EMUNI by 2018 becomes a recognized think tank in the Euro-Mediterranean region, the research findings of which will be used by both governmental and non-governmental organizations. Due to multiple ongoing socio-political and economic changes in the Euro-Mediterranean region, EMUNI with its wide network has a potential to become a renowned and relevant regional think-tank, providing strategic analyses and reports.

Settling of spatial problems for EMUNI

EMUNI operates in the premises of the Student Dorm in Portorož, which is used as a youth hostel during the summer tourist season. EMUNI is using 12 offices and a conference hall with a capacity of up to 30 students. The above mentioned premises are sufficient for carrying out administrative activities. In the academic year 2014/2015, when the first study programmes are launched, EMUNI will lack space for the implementation of the educational study activity. Therefore, EMUNI needs to find another location, where the premises will allow a smooth and high-quality implementation of the study programmes.

EMUNI shall also establish its own library in the frame of the spatial issue. According to the facts determined so far, Slovenia does not have sufficient reading material dealing with the Euro- Mediterranean region. The majority of books are still accessible only at payable online bookstores and databases. Thus EMUNI will strive to establish a library focused to the Euro-Mediterranean region in order to assure the highest study quality possible.

Revision of the EMUNI member network

At 1 February 2014 EMUNI counts 206 members from 41 countries - universities and other international institutions. With the new development strategy, EMUNI needs to revise and identify those areas of cooperation with each its member, which will instil in EMUNI a new impetus for easier and more optimal achievement of goals.

The aim of EMUNI is to redefine the areas and objectives of cooperation with all partners by 2018, on the basis of which EMUNI will achieve its own and regional goals more easily. EMUNI University shall map members' competences, areas of expertise, capabilities and specific expectations. It is thus of crucial importance for EMUNI to have reliable and stable partnerships, since partner universities represent essential staff, academic and research pool for international project cooperation.

Tailor-made programmes for the Euro-Mediterranean region

EMUNI was established with an aim to implement study programmes, which are aimed at exploring the Euro- Mediterranean region, promoting the mobility of students and academic staff, strengthening the North-South co-operation and contributing to the deepening and understanding of intercultural dialogue. In the long-term, the EMUNI shall orient itself also to other markets, particularly emerging ones like Asia, Sub-Saharan Africa and South America.

The aim of EMUNI is to implement 6 specialized study programmes that with special focus and with specific knowledge of the Euro- Mediterranean region. The study programmes will address the exploring of current regional issues, with a strong emphasis on experience and particularly market needs. The study programmes will be designed to include compulsory field practice, where the students will be introduced with the (multicultural) working environment. At the same time, the objective of the programmes is the publication of research articles that will have a high added value. The study programmes will also be prepared in a modern way that will be accessible to the broadest student population. In relation to this, EMUNI intends to implement study programmes at dislocated units in cooperation with partner universities and via e-learning tools.

To shorten administrative procedures for students from the southern part of the Mediterranean

Mobility is the key to development and prosperity. Through the implementation of study programmes, the EMUNI will seek to increase the mobility of both, students and academic staff. This can be accomplished and encouraged in several ways, among which are: programme quality, applied value of the acquired knowledge, and facilitation of the administrative procedures to obtain all necessary documents (e. g. visa, authorisation to stay etc.).

The aim of EMUNI is to reach an agreement with the Ministry of Foreign Affairs in order to create a common document or commitment, with the help of which the Ministry of Foreign Affairs would enable an easier and faster mobility to the students from non-EU countries and students from the southern Mediterranean countries.

The strategic importance of EMUNI for Slovenian foreign policy

EMUNI as one of the priorities of the Union for the Mediterranean is an important institution in the Euro- Mediterranean region. The choice of its location (Portorož, Slovenia) reflects its neutrality and impartiality, while the diversity of its international partners shows that an institution can connect different nations, religions and cultures within the same area.

The aim of EMUNI University by 2018 is to achieve recognition of status as an international organization within the Slovenian political area, with a strategic importance for the foreign policy in the Euro-Mediterranean region, through which the development and strategic political guidance in the region could be explored.

Action plan for 2014

EMUNI University action plan is based on yearly work programme adopted by the EMUNI Management Board and the EMUNI Senate. It encompasses goals for the calendar year 2014 and academic year 2014/2015.

Main planned activities are:

- launch of EMUNI own study programme (Intercultural Business Communication)
- implementation of complementary study activities (summer schools and professional upgrading study programmes)
- establish EMUNI library
- obtain the status of a research organisation at the Slovenian Research Agency
- launch the EMUNI scholarship initiative
- strengthen and enrich the EMUNI network
- release the International Journal of Euro-Mediterranean Studies (IJEMS)

Annex 3

Key Information about EMUNI University

1. Key information/ contact details

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
President:	Prof Dr Abdelhamid El-Zoheiry
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:	http://www.emuni.si/
Legal act:	Statute of the Euro-Mediterranean University, 26 November 2008 (amendments of the Statute on 27 November 2010 and on 25 November 2011)

Since its establishment in 2008, the Euro-Mediterranean University, one of the priority projects of the Union for the Mediterranean, has become an international institution, 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.

EMUNI University can implement the study activity of all study areas, classified in accordance with the international classification Isced (Unesco, 1997). 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 at 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 Analysis and Management) are entered into the Register at the Ministry, competent for higher education;
- February 2013: first EMUNI master study programme submitted for accreditation with the Slovenian Quality Assurance Agency for Higher Education;
- September 2013: International call for President published.

2. Education activities – study programmes

Since its establishment in 2008, EMUNI University has organized several professional upgrading study programme modules, summer schools and doctoral seminars. In 2013, the professional upgrading study programme Euro-Mediterranean Studies was organized at EMUNI University and University L’Orientale in Naples, Italy. Three summer schools were organized, taking place in Celje (Slovenia), Piran (Slovenia) and Halkidiki (Greece). EMUNI University also participated in the organization of a doctoral research seminar which took place in Zadar, Croatia. In 2014, two EMUNI summer schools took place, one in Celje and one in Thessaloniki (Greece).

In 2014, the EMUNI Info Day and MakeLearn 2014 conference were carried out. The EMUNI Info Day was organized with intention to announce to wider public the launch of the new master study programme in “Intercultural Business Communication”. The event took place in Portorož and Koper (Slovenia). In June 2014, EMUNI was co-organizer of the MakeLearn 2014 conference, the aim of which was to discuss the human capital in higher education and its boundaries. The conference took place in Portorož (Slovenia)

In the academic year 2013/ 2014, preparatory activities for the launch of the first EMUNI master study programme, Intercultural Business Communication, were conducted. The programme is planned to start in October 2014. The programme offers knowledge and skills in the fields of languages, intercultural dialogue, business administration, intercultural relations, internet marketing and internationalization to be able to communicate and operate effectively in the Euro-Mediterranean and broader area.

Currently, EMUNI is in the process of accreditation of two study programmes with the Slovenian Quality Assurance Agency for Higher Education, master study programme Euro-Mediterranean and Intercultural Studies and professional upgrading study programmes Euro-Mediterranean Studies. With its educational activities, EMUNI University contributes towards bridging in the Euro-Mediterranean academic field, bridging the European and South Mediterranean parts of the area.

3. Research activities

EMUNI is primarily focused on higher education and research activities, since it pursues the Union for the Mediterranean’s key initiative in the field of Euro-Mediterranean Higher Education and Research Area. Research activities are regular part of EMUNI’s curricula.

Between 2010 and 2013, the EMUNI carried out the Euro-Mediterranean project, the objective of which was to prepare, design and implement 6 master study programmes (related to the six key initiatives of the Union for the Mediterranean) and 4 university policies (how to harmonize the Euro-Mediterranean higher education and research area). The aim of this project was to identify those areas that are crucial for the future development of the Euro-Mediterranean region and thus offer unique master study programmes and research projects. Along with these master study programmes, 4 university policies were developed with the intention of identifying challenges in the Euro-Mediterranean Higher Education and Research Area. With this project, EMUNI provided significant contribution in the beginning of the harmonisation process in this region.

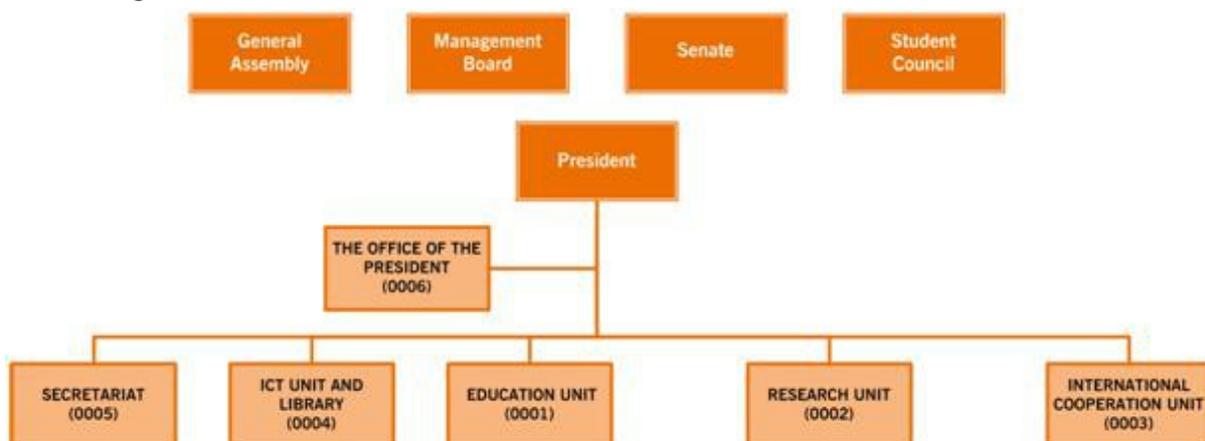
EMUNI has been involved in different international research projects. It is a partner in four different projects: a) HANDSON (aims to increase the use of e-learning tools among teachers and to introduce them in their pedagogical activities), b) EUROMED MIGRATION III (aims to foster the cooperation between EU member states and southern Mediterranean countries in issues related to migration policies), c) EDULINK II (aims to strengthen the capacity of ACP (African- Caribbean-Pacific) Higher

Education Institutions at the academic level, fostering capacity building and regional integration and supporting the higher education of high quality) and d) ECFEFP (aims to discuss different dimensions of the EU foreign policy (neighbourhood policy, regional cooperation, global role of the EU, minority issues and decision-making process of the EU foreign policy) and citizens' rights within this frame). EMUNI contributes to these projects with its expert knowledge in the Euro-Mediterranean topics, higher education and research area and particularly with its dissemination and visibility facilities. EMUNI's research potential is increasing especially in year 2014, since it has become involved in many Euro-Mediterranean and international projects (as an applicant as well as a partner).

4. Cooperation with the community

EMUNI University was established in 2008 as one of the key initiatives of the Union for the Mediterranean. EMUNI has a wide network of higher education and research institutions and international organisations (comprising 206 member universities and more than 40 other partner institutions from EU, non-EU, Middle East, North Africa and other world regions). The aim of the EMUNI University is to bring closer people from the north and south shores of the Mediterranean (regardless of their race, sex, beliefs religion or any other distinctive element) through education and research activities. With these activities, EMUNI contributes to the promotion and facilitating of transnational mobility, developing joint study programmes and research projects, fostering innovation, increasing students' entrepreneurship skills and ensuring vocational trainings. EMUNI contributes towards building cultural bridges between both rims of the Mediterranean, mutual understanding among people and closer cooperation, coinciding with the aims of the Union for the Mediterranean. All EMUNI activities are politically neutral, since it is not affiliated with any political party or institution. EMUNI is cooperating with governments and ministries (especially with those in charge of higher education and research) as well as with the EU institutions. It takes part in the sessions of the Euro-Mediterranean Parliamentary Assembly, Committee of Regions (ARLEM) and European Parliament. EMUNI University thus represents a tool of the European and South Mediterranean foreign policy for those stakeholders and players whose aim is to facilitate the cooperation in this strategically important region.

5. Organisation chart



EMUNI quality assurance indicators (orientation values)

Areas of assessment are written in **bold**, indicators in *italics*.

A - Study programmes and students
<i>Study programmes - Number of study programmes and total numbers of students by program</i>
<i>Students by year of study for each study program</i>
<i>Graduates for each study program</i>
<i>Foreign students - Number of foreign students by study programme</i>
<i>Call for applications - Number of study programmes and total numbers of candidates by program</i>
<i>Student characteristics (gender, age, nationality, non/employed)</i>
<i>Student progression through studies by each study program</i>
<i>Student mobility- numbers of incoming and outgoing students</i>
B - Implementation of the education process
<i>Participation of guests lecturers</i>
<i>Implementation of study units (Number of study units conducted (F2F, in e-environment))</i>
<i>Student and graduate surveys (% of respondents)</i>
<i>Course literature (% of compulsory literature available at EMUNI library)</i>
C - Other education activities
<i>Number of lifelong learning programs and number of participants</i>
<i>Number of participants and number of countries represented at summer schools</i>
D - Cooperation with the community (regional and international)
<i>Types of cooperation with the community and the number of people involved</i>
<i>Number of Erasmus bilateral agreements for student and staff mobility</i>
E - Research activities
<i>Number of applications and number of selected projects</i>
<i>Number of running projects (in EUR)</i>
<i>Number of research publications in journals</i>
<i>Number of students participating in R&D activities</i>
<i>Number of EMUNI conferences, number of participants</i>
F - Human resources
<i>Number of staff by type of employment contract and gender</i>
<i>Number of elections (habilitation) to titles</i>
<i>Number of staff that have participated in education and training</i>
<i>Staff-to-student ratio, number of students per staff member, number of graduates per staff member</i>
<i>Number of staff participating in staff mobility programmes</i>
G - EMUNI bodies and organisation
<i>Number of meetings of the EMUNI bodies</i>
<i>Number of the rules and acts</i>
H – Premises, library and finances
<i>Number of rooms by type, number of m2</i>
<i>Sources of funding in EUR</i>
<i>Number of units in library</i>