

# EMUNI WORK PROGRAMME GENERAL GUIDELINES

**2012-2013**

**June 2012 Revision**

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### Preamble

- 'EMUNI constitutes one of the flagship projects of the Union for the Mediterranean for the harmonious collaboration of the EU with its Mediterranean partners and for the competitiveness of our region.'
- 'Three years after its inauguration, EMUNI is at a turning point, with many responsibilities and expectations in academic and administrative development issues, international partnership and attractiveness.'

2011 has been the area of major expansion and dissemination of EMUNI, also due to the proper functioning of the Union for the Mediterranean. EMUNI has indeed become the 'think tank' and operational arm of the UfM, as can be deduced from the number of activities, and events organised together and to the strategic partnership that has been cemented in the past year. This flows from joint dissemination, joint organisation of events, the holding of senate meetings, and the preparation and support of funding missions on behalf of EMUNI co-financed and organised by the Deputy Secretary General of the Union for the Mediterranean.

2011 has also been the year in which the actual presence of EMUNI has expanded to other areas of the Union for the Mediterranean, especially South-East Europe. Student, staff and scholarly exchanges for EMUNI have increased substantially as have activities which EMUNI has organised on the ground in various countries members of the UfM.

Following the activities listed in the Annual Report 2011, and the General EMUNI Strategic Mission Statement adopted in 2010 in Alexandria in Egypt, EMUNI will seek to consolidate its academic and intercultural mission in 2012-2013 through a number of thrusts:

### Thrust A:

#### *Sharing the Mission*

The development of a work programme which incorporates the direct contribution of its members, the partners with which it is working, and the key stakeholders of EMUNI inside the International sphere (EU Institutions, Commission, Parliament, Committee of the Regions, the Union for the Mediterranean, and other International Organisations and entities).

This thrust will be achieved through consolidation meetings (with the above bodies) and the presentation of a document in the June session of the Management Board and Senate.

### Thrust B:

#### *Developing the Academic Programme*

In line with the work already highlighted in the Annual Report for 2011, and the changes which have occurred inside the Republic of Slovenia, EMUNI has to re-embark, after discussions to be held in the Senate Meetings of 2011 and the first senate meeting of 2012 (already planned to be held within the frame work of the collaboration of the Union for the Mediterranean), on a focused academic programme, strictly in line with two tracks.

First track will complement the Master and Ph.D. programmes contributed by the Members of EMUNI on a general Label Programme Strategy (which validation outside Slovenia, and possible recognition inside the new Quality Assurance and Accreditation Body (subject to new reforms which might be made to this system by the Government of the Republic of Slovenia). This track will focus on National, regional or disciplinary areas of academic competence of EMUNI members or of EMUNI as a higher education institution in Slovenia.

Second track will focus specifically on postgraduate programmes in line with the mission statement of the Union for the Mediterranean. These programmes will all bear the label of the Union for the Mediterranean and will

need to seek the direct approval of the Senior Officials Meetings (SOM) for labelling. This will be specifically tied to the work programme of the Union for the Mediterranean and its agenda.

A review of the senate procedures to support the first Track and the second Track has already been embarked on during the last senate meeting held in Barcelona with the focus of a re-activated high level study affairs commission, composed of Rectors, Vice Rectors (acting or former) from the UfM to monitor and support the senate decisions. In 2012-2013, it has been agreed that this support will also include an official EU component through the European Commission Tempus Programme Unit and the EU Erasmus Mundus units.

The themes of academic development for 2012-2013 will focus on the six priority areas of the UfM, new themes suggested by the UfM, additional themes that partner institutions will provide in a proper call to be issued by EMUNI in 2011-2012.

### *Developing the Research Capabilities*

It is envisaged that a major thrust in 2012-2013, bringing in line the recommendations made during the Antalya EMUNI Think Tank meeting, will be the creating of a Research Commission which will support the activities of both Senate and Study Affairs commission. In this regard, three areas of research have been identified and will be subsequently explored and focused upon.

- a. Regional and Thematic issues related to the Union for the Mediterranean, (i.e. Business Development, Water, Maritime and Land highways, Migration, Employability, Risk Management, Cultural Heritage, Human Trafficking, Quality of Life, the social dimension of higher education, quality assurance and accreditation in the UfM, International relations, professional and vocational qualifications and recognition.
- b. National and Specific issues related to Research Themes shared by EMUNI with National or Public-Private Entities on defined problems related to EU accession, EU Neighbourhood, Country Strategic issues. These can verge from support programmes to the European Commission, the Union for the Mediterranean, the European Parliament, the Committee of the Regions-Arlem, the United Nations Alliance of Civilisations, Unesco, Students' Organisation, OECD, Council of Europe, the Euro-Mediterranean Parliamentary Assembly, the Parliamentary Assembly of the Mediterranean, the European Investment Bank, the European Bank for Reconstruction and Development and other such entities.
- c. Institutional and consortium induced research projects focusing on single or multiple issues which enhance the teaching and learning capabilities of EMUNI in the academic programmes.

Framework Programmes and Service Contracts with International organisations (including the EU will and have already been sought to support the financing of the three research areas. One new think tank meeting will be organised in 2012 to define the three areas. The role of EMUNI research associate is currently under discussion with EUROMESCO which is keen to find an overall institution under which this Euro-Mediterranean initiative can be placed. This would mean the training of scholars specifically on the regional needs and requirements, in full or part fulfilment of their degree requirements in Universities in the UfM and outside. The positioning of the Research Souk will also be further defined, where from 2012, the holding of the research souk should also be an investment of an EMUNI site from which further research or activities can be developed. Hence it will lose its one off label and be turned into the seed development of a proper EMUNI site: Jordan, Cyprus, and the Campus Mare Nostrum in Murcia-Cartagena will be the first three model sites. Thessaloniki, Sousse, Urbino and Napoli Orientale, Dubrovnik will also be included as specialised sites for specific postgraduate training.

### **The Background of EMUNI: Points of Reflection**

- EMUNI through its composition and structures operates in diverse HIGHER EDUCATION SYSTEMS
- These educational systems operate a DURATION period of postgraduate education which is diverse nationally and internationally.
- The COURSE CONTENT AND EXAMINATIONS applied to the degrees of the members of EMUNI are often diverse and dissimilar.
- ADMISSION CRITERIA to the degrees is not a level playing field.
- STATUS OF INSTITUTION INSIDE THE COUNTRY OF REGISTRATION must be legally binding.
- RECOGNITION OF THE QUALIFICATION IN THE COUNTRY OF AWARD is also a binding issue.

- PROFESSIONAL, VOCATIONAL, GENERALISTIC EQUIVALENCE are often sought for postgraduate studies embarked upon by EMUNI. 2012 must define these clearly for use in the Union for the Mediterranean Labelling process.
- BILATERAL OR MULTI-LATERAL AGREEMENTS often govern the interaction that EMUNI has with its partners. 2012 must also be used as year of consolidation of the framework of these partnerships.
- INFORMAL-FORMAL-NON-FORMAL PRIOR RECOGNITION issues have not been tackled so far but must be targeted. It is suggested that the senate in June 2012 will discuss a paper on this issue for adequate provision and resolution.
- LIFELONG LEARNING AND PERMANENT EDUCATION, is an area of major concern especially during this time of re-skilling and high unemployment. The role that EMUNI can play must be defined in time for the research souk and more importantly for the East Meets West Activity within the EU Presidency of Cyprus.

### **Developing the Human Capacity inside EMUNI**

During the period 2012-2013, a focus will be made to focus on enhancing the human capacity inside EMUNI. The nomination of two Vice Presidents as agreed in 2011, the further training of some of its key components, the nomination of an office manager, and their training and further skilling of some of the members of staff becomes a top priority. The experiment of the EMUNI internship programme which has been evaluated very positively by sending institutions, participants and by EMUNI will be expanded and continued with a focus of a multi-ethnic work force representing the geographical and populations present in the Union for the Mediterranean. This example of Brain Circulation will be enhanced through internal and external support such as the Lifelong Learning Programme and other National-international programmes.

After the participation of EMUNI in a number of meetings based on the lines of Variable Geometry which is a key element of work in institutions operating in the Union for the Mediterranean, EMUNI will be using this principle for stages and internships and for regional and institutional activities in this field.

Excellence, soft skills development, language training and technology competencies will be the areas of major concern during this period for staff members. It is also envisaged that new training programmes, ad hoc or established will be made available to EMUNI staff members to support the agenda set above.

### **Establishing the EMUNI SITES**

2012-2013 must define the effective, functional long term strategy in relation to the site or sites which EMUNI intends to use as its Headquarters inside and outside Slovenia. The current location of EMUNI is not conducive or aligned to the mission statement of its organisation. To this effect, a clear decision must be made which defines the following:

- a. Where will the official site(s) of EMUNI in Slovenia be located?
- b. Who will finance the management, upkeep and maintenance of the site (s)?
- c. Will there be a long term commitment to the keeping of the site (s)?
- d. Will there be any new sites of EMUNI hosted in members of the Union for the Mediterranean? Who will finance these sites?

Strategically these are still unresolved questions which require the input of a number of key stakeholders. It is suggested that after further exploratory and preparatory meetings, a session is called specifically on this agenda with the participation of the Republic of Slovenia, the EU, and other interested bodies to define long-term this location commitment. The questions asked relate to the type of budget that one can define for EMUNI for 2012-2013.

### **Establishing a long term sustainable financial support to EMUNI**

The European Parliament, through the work of the Vice President supported by the Euro-Mediterranean Parliamentary Group have presented to the EU Council a plan for the inclusion of EMUNI in the budget plan of

the Commission for 2012. This envisages a direct funding for EMUNI of approximately 2.6 Million Euro<sup>1</sup>. Negotiations are currently underway for the utilisation of this funding to cover specifically administrative and operational costs of EMUNI. This approved funding has been included in the budget presentation which is separate from this document but in line with the above line items. EMUNI is still barred from actual participation in EU Projects (Tempus and Erasmus Mundus) which would be its key funding source due to the five year establishment rule of the EU. This has been brought up with all EU institutions to date.

Other forms of funding have been sought to complement the above and the planned funding from Slovenia (which has still to be confirmed in what manner and how it could be spent). Support to EMUNI is also expected from the Gulf Cooperation Council as from this General Assembly in Lisbon.

EMUNI has and will continue to operate within the structures of the Union for the Mediterranean to attract direct or support funding for its activities. With the Union for the Mediterranean, EMUNI received a grant of 500,000 Euros from the Italian Ministry of Labour for scholarships to students to be enrolled in its programmes. In February 2012, a formal agreement will be signed under the auspices of the Union for the Mediterranean with the European Investment Bank. Discussions have started with the World Bank and other entities and will be conducted conjointly EMUNI-UfM.

During 2012, it is crucial that the EMUNI Management Board has also to define a clear policy of its linkages with the EMUNI foundation. The major issue is the fact that EMUNI has to have an operational budget. If donors link financial support exclusively to scholarships or programme development and not to operations, EMUNI will restrict significantly its role and operations and will focus specifically on curriculum development without support staff which is not realistic or feasible. A formula that can be adopted would be that used by the EU where in each funding project, a percentage can be used for administrative and support services (including the use of technology) Nevertheless, EMUNI will still need to have specific investment funds to complement acquired funding and to use its own funds prior for the reimbursement from entities or directly from the European Commission.

Due to the nature of EMUNI and the role that it has been given to play, the possibility of acquiring funds from 'selling its services' cannot be envisaged for the near future. EMUNI can consolidate its financial position from:

- a. ensuring a balance between funding and its activities
- b. ensuring a link between transparent use of its funds and its mission statement
- c. ensuring that the social dimension of its activities will cover the expenditure of its programming investment
- d. ensuring that a reserve fund is established to support EMUNI in its multiple activities and its initiatives.

## **NEW INITIATIVES AND FOCUS 2012**

### *1. EMUNItt – EMUNI THINK TANK*

This will support the think tank function of EMUNI both inside the University and also outside as a support service to countries, regions and institutions on clear, identified issues. It is envisaged that at least two meetings per year will be formally organised for EMUNITT co-financed by members or partner institutions. This unit will also control the activities derived from the think tank actions.

### *2. Research Activities*

- Since EMUNI has now joined the official EUOROMESCO initiative, it is envisaged that the major focus for EMUNI will be on the following lines:
- Migration and immigration, alternative energies, civil protection, transferability of qualifications and quality assurance, academic diplomacy, water and desertification, employability and business development including entrepreneurship, maritime and land highways, intercultural dialogue, regional affairs, gender issues,

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<sup>1</sup> Reference to 2012 Budgetary Procedure; Doc. No: 6: (2) dated 19.10.2011; Parliament's position: Amendments adopted by the Committee on Budgets.

leadership, reconciliation and development of divided communities.

### *3. Launch of Study Programmes, and long term-short term programmes*

This will focus on existing study programmes and the new format for accreditation inside Slovenia (with the employment or training of a specific person to the new methods to be adopted by the National Agency) and outside Slovenia in line with the ENPI project. This has to be finalised and concluded in the next six months as agreed with the commission. The new study programmes for the UfM, which have already been labelled, will be officially launched and calls are already out for staff, sites and students. Separate calls will and have been made for accredited EMUNI professional schools both long term and short term. These will always be launched with at least one EMUNI partner on the usual EMUNI formula for teaching and learning participation.

### *4. Championing EMUNI Antennae*

The establishment of the antennae is a cumulative request which has been received from countries, regions, and institutions inside the UfM. A clear policy must be set on their objectives, how they will support the vision and mission of EMUNI and what will they look like. Financing issue will also be a major concern. A proposed formula, already discussed with the Commission would be to turn these into Euro-Mediterranean Documentation centres with a specific call made for their establishment focusing on just-in-time issues.

### *5. University Student Leaders' Programme*

A new programme is currently being developed by EMUNI with the European Students' Union, the Union for the Mediterranean and IeMED on the training of student leaders inside the Mediterranean. This is an initiative which has also found the support of the European Commission. A full training programme will be undertaken in this regard in 2012.

### *6. Publications, Digital support, Register of competencies*

It is envisaged that the Journal of Euro-Mediterranean studies will continue to be operational within a formal ISSN community. Discussions are ongoing and a formal offer will be made to EMUNI to incorporate this journal within one of the major Journal Publication houses. The cost for this initiative will be equal or less than that utilised this year. Each publication of the journal in a special edition must be hosted by the special editor or his/her institution for a launch event. Copies of the journal have been considered useful for dissemination purposes. Plans are already at hand to revise the digital support for EMUNI, once the budget for 2012 is in place, it is envisaged that EMUNI will have an updated digital portal and also new digital tools for its blended teaching approach also to be used in its postgraduate teaching projects. A call for experts for new study programmes and for new areas is to be transformed into a register of competencies, which will be held digitally for use with permission by members of EMUNI and its affiliates. A template project has already been established and will be launched during the EAST MEETS WEST CONFERENCE to be held under the EU Presidency of Cyprus in the second semester of 2012.

7. EMUNI will also support various initiatives throughout 2012 aimed at engaging with the Arab Spring, Accession Countries inside the UfM and countries reconstructed after turmoil, including Libya. The opening of an Erasmus style mobility programme for the region and the setting up of Euro-Med Chairs of Excellence on the Jean Monnet concept will also be targeted.

## Attachment 1

### 2012 Budget: EMUNI University Operations & Administration and Study Programmes & Projects Budget

		Budget 2012	Budget 2012	Budget 2012
		Operations & Administration	Study Programmes & Projects	Total Budget
	<b>COSTS TOTAL</b>	<b>384.697</b>	<b>1.231.300</b>	<b>1.615.997</b>
<b>1.1.</b>	<b>COSTS OF MATERIAL</b>	<b>11.488</b>	<b>0</b>	<b>11.488</b>
1.2.1.	Electricity	2.089	0	2.089
1.2.2.	Heating-fuel	522	0	522
1.2.3.	Water	442	0	442
1.2.4	Specialised and other literature	2.510	0	2.510
1.2.5	Office stationery	1.533	0	1.533
1.2.6	Other material	4.392	0	4.392
<b>1.2.</b>	<b>COSTS OF SERVICES</b>	<b>81.211</b>	<b>431.906</b>	<b>513.117</b>
<b>1.2.1.</b>	<b>Services related to operations</b>	<b>4.767</b>	<b>0</b>	<b>4.767</b>
1.2.1.1	Post services and postage	912	0	912
1.2.1.2	Telephone costs	3.855	0	3.855
1.2.1.3	Other services related to the core activity	0	0	0
<b>1.2.2.</b>	<b>Current and long-term maintainance and rents</b>	<b>5.749</b>	<b>0</b>	<b>5.749</b>
1.2.2.1	Curent maintainance	1.045	0	1.045
1.2.2.2	Rental costs	4.704	0	4.704
<b>1.2.3.</b>	<b>Cost payment transactions and banking services</b>	<b>922</b>	<b>0</b>	<b>922</b>
1.2.3.1	Insurance - premium costs	590	0	590
1.2.3.2	Payment transaction costs	332	0	332
<b>1.2.4.</b>	<b>Utilities and transport services</b>	<b>20.723</b>	<b>51.468</b>	<b>72.191</b>
1.2.4.1	Utilities	844	0	844
1.2.4.2	Transport services	19.879	51.468	71.347
<b>1.2.5.</b>	<b>Intellectual services</b>	<b>18.367</b>	<b>13.263</b>	<b>31.630</b>
1.2.5.1	Participation fees, seminars and conventons	1.493		1.493
1.2.5.2	Professional-training costs (part-time education)	0		0
1.2.5.3	Medical services	750		750
1.2.5.4	IT services	5.651		5.651
1.2.5.5	Editing and translation costs	1.833	4.573	6.406
1.2.5.6	Accounting costs	8.640	8.689	17.329
<b>1.2.6.</b>	<b>Costs on business trips</b>	<b>18.072</b>	<b>35.929</b>	<b>54.001</b>
1.2.6.1	Daily allowances on business trips	4.367	2.114	6.481
1.2.6.2	Distance rate	1.365	0	1.365
1.2.6.3	Lodging on business travel	11.431	32.900	44.331
1.2.6.4	Parking fees, road tolls on business trips	497	915	1.411
1.2.6.5	Other business-trip costs	413	0	413
<b>1.2.7.</b>	<b>Professional fees and contractual work</b>	<b>610</b>	<b>308.238</b>	<b>308.848</b>
1.2.7.1	Professional fees	250	308.238	308.488
1.2.7.2	Contractual work	360		360

		Budget 2012	Budget 2012	Budget 2012
		Operations & Administration	Study Programmes & Projects	Total Budget
<b>1.2.8.</b>	<b>Other services</b>	<b>12.001</b>	<b>23.008</b>	<b>35.009</b>
1.2.8.1	Conventions and other major events	0	0	0
1.2.8.2	Food on conventions and other major events	1.891	0	1.891
1.2.8.3	Printing costs	3.358	2.000	5.358
1.2.8.4	Advertising and promotion costs	1.356	13.189	14.545
1.2.8.5	Costs of administrative and other ads	253	7.819	8.072
1.2.8.6	Students hired through student's employment agencies	0	0	0
1.2.8.7	Cleaning of business premises	3.885	0	3.885
1.2.8.8	Other services	0	0	0
1.2.8.9	Entertainment costs	1.257	0	1.257
1.2.8.10	Various costs	0		0
<b>2.</b>	<b>DEPRECIATION COSTS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3.</b>	<b>PROVISIONS</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4.</b>	<b>LABOUR COSTS</b>	<b>289.635</b>	<b>0</b>	<b>289.635</b>
4.1.	Salaries to employees	230.196		230.196
4.2.	Payroll allowances	0		0
4.3.	Refund of work-related expenses to employees	26.046		26.046
4.4.	Holiday allowances	5.605		5.605
4.5.	Employer's contributions	27.788		27.788
<b>5.</b>	<b>OTHER COSTS</b>	<b>2.362</b>	<b>799.394</b>	<b>801.756</b>
5.1	Corporate-profit tax	0		0
5.2	Administrative fees	20		20
5.3	Fees for the use of construction land	0		0
5.4	Membership fees	0		0
5.5	Scholarships	0		0
5.6	Grants to students on internship with contributions	0		0
5.7	Costs of study programmes	2.342	799.394	801.736

## Attachment 2

### 2012 Budget: EMUNI University Financing Plan

Funding Institution	2012 Funding Plan	Note
Ministry of Education, Culture, Science and Sport	384.697	Decreased by 20% by RS MHEST from 480.871 EUR
European Union (direct financing)	0	Postponed until 2013 (est. 500.000 EUR)
EMUNI Foundation	171.000	Financing agreement 2011/12 yet to be signed
Tuition Fees ENPI Master and PhD Programmes	810.500	Master programmes to be launched in Sept 2012
IP (National Agency)	38.000	Estimated value based on the nr. of students
INPDAP scholarships	211.800	Estimated value based on the nr. of scholarships
Euromed Migration III project	0	Funding in 2013 (est. 45.000 EUR)
<b>TOTAL FUNDING IN 2012</b>	<b>1.615.997</b>	

### 2012 Budget: Allocation of funds

Source/Funding Institution	2012 Funding Plan
Operations and Administration	384.697
Study Programmes and Projects	1.231.300
<b>TOTAL FUNDING IN 2012</b>	<b>1.615.997</b>