



Evro-sredozemska univerza | Università Euro-Mediterranea
Euro-Mediterranean University | Université Euro-Méditerranéenne
الأورومتوسطية الجامعة

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Self-Evaluation Report 2019

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Discussed by:

EMUNI Quality Assurance Commission and EMUNI Senate

Adopted by:

EMUNI Senate at its 37th session on 22nd June 2020

Amendments adopted on 40th EMUNI Senate session on 25th March 2021.

Piran, April 202

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1 ORGANIZATIONAL CONTENT

1.1 Introduction

Full name of the University:	Evro-sredozemska univerza
Abbreviated name:	EMUNI
Name in English language:	Euro-Mediterranean University
Abbreviated name in English language:	EMUNI
Name in French language:	Université Euro-Méditerranéenne
Abbreviated name in French language:	EMUNI
Seat of the University:	Piran, Kidričevo nabrežje 2
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 EMUNI, 26 November 2008 (amendments of the Statute on 27 November 2010, on 25 November 2011, on 11 February 2015, on 9 december 2016 and 1 December 2018).

Since its establishment in 2008, EMUNI, 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.

EMUNI implements study activities in all study areas, classified in accordance with the international classification Isced (UNESCO, 1997). With regard to educational activities, EMUNI organizes both such programmes, which are accredited at the partner universities in Slovenia and other partner countries of EMUNI as well as other courses (summer schools, postgraduate training or professional upgrading diplomas). The research at the University can be conducted in any areas as classified in the international classification Frascati (UNESCO, 2002). Finally, EMUNI organises events (mostly annual conferences), which contribute to the dialogue on the role of higher education in the priority areas of the Union for the Mediterranean and more broadly, the Barcelona Process.

Important dates:

- February 2009: entry into the court register;
- June 2009: accreditation of the first study programme at EMUNI, which has already been accredited at the University of Maribor;

- July 2009: EMUNI is entered into the Register of Higher Education Institutions in the Republic of Slovenia (hereinafter referred as “Register”);
- December 2009: EMUNI 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;
- May 2016: Changed the seat of the University from Portorož to Piran, Slovenia;
- June 2018: Celebration of the 10th Anniversary.

1.2 Vision, Mission and EMUNI Development strategy/goals 2019-2024

The **Euro-Mediterranean University (EMUNI)**, headquartered in Slovenia, will significantly contribute to the development of Higher Education and Research, and to the sustainable development of the wider social-economic and cultural environment in the EUROMED countries¹, as well as to the recognition of Slovenia in the Euro-Mediterranean region.

EMUNI is an international association of universities, representing one of the six projects of the Union for the Mediterranean, approved within the framework of a common declaration, adopted in Paris on 13 July 2008. Within the mission of EMUNI, 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 a 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 EMUNI 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 EMUNI as well as other universities, including co-founders of EMUNI.

One of the main activities of EMUNI is also research, which is an important factor for the development, success and quality of the University.

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

The EMUNI President outlined the EMUNI Development Strategy 2019-2024 to the EMUNI boards in 2019, which was endorsed by the General Assembly in 2019. The Strategy document is being drafted to be adopted in the next GA in 2020.

¹ EU plus 15 countries: Albania, Algeria, Bosnia and Herzegovina, Egypt, Israel, Jordan, Lebanon, Mauritania, Monaco, Montenegro, Morocco, Palestine, Syria, Tunisia and Turkey.

1.3 Legal basis of the operation

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

The EMUNI University is an international association of universities with its seat in Slovenia, organised as a Slovenian legal entity, registered as a higher education private institution and as such, 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 (Official Gazette of RS, No. 32/12 Official consolidated text, 40/12 – Fiscal Balance Act, 57/12 – Road Transport Act-2D and 109/12);
 - Research and Development Act (Official Gazette of RS, 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 (Official Gazette of RS, No. 41/11);
 - Professional and Academic Titles Act (Official Gazette of RS, No. 61/06 and 87/11-ZVPI);
 - Regulation amending Decree on budgetary financing of higher education institutions and other institutions (Official Gazette of RS, No. 7/11, 34/11- dec. US, 64/12 and 12/13);
 - Rules on tuition fees and other contributions in Higher Education (Official Gazette of RS, No. 40/94 and 45/98);
 - Rules on Diploma Supplement (Official Gazette of RS, No. 56/07 and 39/12);
 - Rules on pre-registration announcement and enrolment in higher education (Official Gazette of RS, 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 (Official Gazette of RS, 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; Official Gazette of RS, 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) (Official Gazette of RS, No. 104/10);
- Declaration adopted by the Speakers of the Parliament 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, 25 November 2011, 11 February 2015, 9 December 2016 and 1 December 2018;
- 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 shall be adopted by the end of the year 2013,
- Strategy of EMUNI University for 2014-2018, adopted on 21 February 2014;
- Revised Criteria for the Appointment to Titles, adopted on 20-24 February 2014 by the Senate on its correspondence session;
- Instructions on the Application and Enrolment Procedure and Recognition of a Foreign Degree at EMUNI University, adopted on 20 August 2014;
- Rules on Recognition of Foreign Education, adopted on 12-15 May 2014 by the Senate on its 18th correspondence session;
- Rules on Recognition of Knowledge and Skills, adopted on 12-15 May 2014 by the Senate on its 18th correspondence session;
- Revised Quality Manual, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session;
- Rules on the Assessment of Knowledge, adopted on 18-23 September 2014 by the Senate on its correspondence 19th session;
- Graduation Rules, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session;
- Rules on the Monitoring of the Actual Student Workload at EMUNI University, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session;
- Rules on recognition of foreign professorship (habilitation), adopted on 18-23 September 2014 by the Senate on its 19th correspondence session;
- Rules on Disciplinary Accountability of EMUNI University Students, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session.
- Revised Instructions on the Application and Enrolment Procedure and Recognition of a Foreign Degree at EMUNI University, adopted on 5 December 2014 by the President;

- Revised Graduation Rules, adopted on 20 December 2016 by the Senate on its 24th correspondence session;
- Revised/New Criteria for the appointment to the titles of researchers and higher education teachers and associates at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate on its 29th session;
- Revised Graduation Rules, adopted on 20 June 2018 by the Senate on its 29th session;
- Rules on the content and format of Diplomas and Certificates of education at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate on its 29th session;
- Guidelines for appointment the Habilitation Commission, its role and function at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate on its 29th session;
- Guidelines for appointment the Quality Assurance Commission, its role and function at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate on its 29th session.

1.4 Organisational structure of EMUNI

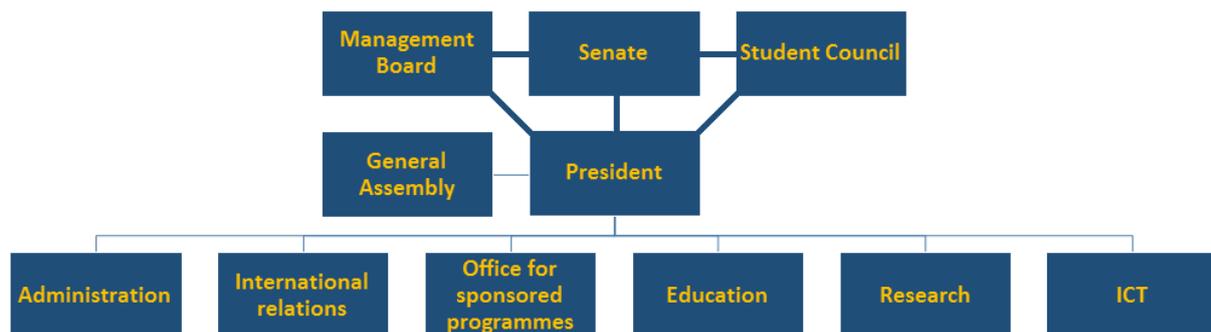


Figure 1: Organizational chart of EMUNI

1.5 University Bodies and its Sessions in 2019

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

- General Assembly,
- Management Board,
- Senate,
- President of the University,
- Student Council.

The election for the members of EMUNI bodies took place in Barcelona, on 12 April 2019.

The EMUNI University President was appointed for another term during the 41st Management Board session in June 2018. This term runs from February 2, 2018 to February 1, 2024.

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

Table 1: Chairing of the General Assembly

Year	No. of partners	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	x	x
2013*	212	47	Prof. Hassan Nadir Kheirallah	Prof. Marko Pavliha
2013	206	41	Prof. Hassan Nadir Kheirallah	Prof. Marko Pavliha
2015	121	33	Prof. Hassan Nadir Kheirallah	Prof. Lučka Lorber
2016	128	32	Prof. Giuseppe Giliberti	x
2017	128	33	Prof. Hassan Nadir Kheirallah	Prof. Giuseppe Giliberti
2018	133	33	Prof. Giuseppe Giliberti	Prof. Hassan Nadir Kheirallah
2019	137	34	Prof. Dr. Dušan Lesjak	Prof. Dr. Alaa Abdelwahed Hassan Abdelbary

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

* In 2014, there was no General Assembly; instead, the General Assembly was organized on 11 February 2015.

* In 2016 General Assembly was organized on 11 May 2016.

* In 2017 General Assembly was organized on 5 April 2017.

* In 2018 General Assembly was organized on 20 Jun 2018.

* In 2019 General Assembly was organized on 11 April 2019.

The responsibilities of the General Assembly are stipulated in Articles 14, 15 and 16 of EMUNI Statute.

According to the Statute, the General Assembly shall be convened by the President, as the need arises, either face to face or by correspondence, by taking into consideration every partner approved by the Management Board. The list of EMUNI members is kept by EMUNI.

The Management Board is the University management body and operates in accordance with the provisions of the Statute of EMUNI, Articles 17, 18, 19. It is composed of 13 members.

The members of the Management Board were appointed at the General Assembly on 12 April 2019 (Barcelona, Spain):

1. Prof. Michèle Gendreau-Massaloux, France (Chairperson)
2. Ambassador Hatem Atallah, Tunisia (Vice Chair)
3. Prof. Rado Pišot, Slovenia
4. Prof. Hassan Nadir Kheirallah, Egypt

5. Prof. Giuseppe Cataldi, Italy
6. Prof. Mouïñ Hamzé, Lebanon
7. Prof. Moustapha Bousmina, Marocco (Euro-Mediterranean University of Fes representative)
8. Dr. Chris Soler, Malta
9. Dr. Jerneja Penca, Slovenia (Employees representative)
10. Mr. Haytham Sendi, Tunis (Student's representative)
11. Ms. Darinka Vrečko, Slovenia (Government representative)
12. UfM representative
13. 3rd Member of the general interest public (appointment in progress)

The Management Board appointed Prof. Michèle Gendreau-Massaloux, France as Chairperson at its 44th session on 12 April 2019, in Barcelona.

By ensuring the representatives of the partner institutions, in particular the Union for the Mediterranean, EMUNI University is pursuing its mission of a close alignment with the regional priorities.

The Senate is the expert academic body responsible for considering all the academic areas of work, study and research of EMUNI University.

Members of the Senate, nominated on 5 April 2017 and 21 May 2019, Management Board's representatives in the Senate, nominated on 22 November 2019, and students' representatives in the Senate, nominated on 18 November 2019 are the following:

1. Prof. Dr. Abdelhamid El-Zoheiry, Egypt – President of EMUNI University and Chair of EMUNI Senate
2. Prof. Dr. Mustafa Aydin, Turkey
3. Prof. Dr. Claudio Cressati, Italy
4. Prof. Dr. Nevila Rama, Albania
5. Prof. Dr. Seddik Tawfik Abdelsalam, Egypt
6. Assoc. Prof. Dr. Karim Moustaghfir, Morocco
7. Prof. Dr. Joseph Shevel, Israel
8. Prof. Dr. Dušan Lesjak, Slovenia
9. Prof. Dr. Mateja Sedmak, Slovenia
10. Prof. Dr. Corina Adriana Dumitrescu, Romania
11. Prof. Dr. Rasha El-Kholy, Egypt
12. Prof. Dr. Rosario Sinatra, Italy
13. Prof. Dr. Luigia Melillo, Italy
14. Prof. Mouïñ Hamzé, Lebanon (MB representative)
15. Amb. Hatem Atallah, Tunisia (MB representative)
16. Management Board representative (to be nominated)
17. Stud. Abdelrahman Nady Shaker Muhammed, Egypt
18. Stud. Abdessalam Khedrougui, Algeria
19. Stud. Rania Chaabouni, Tunisia
20. Stud. Nada Bishr Mostafa Mohamed Shahin, Egypt

The Senate operates in accordance with the provisions of the Statute of EMUNI, Articles 20, 21, 22 and 23.

President: President, Prof. Dr. Abdelhamid El-Zoheiry, was appointed at the 24th session of EMUNI Management Board in Rome (Italy) with a 5-year term of office starting on 1 February 2014 and his term was extended at the 41st session of the EMUNI Management Board on 26 June 2018 with another 5-year term of office (ending 1st of February 2024). The President is the representative of the management and expert bodies, and legal representative of EMUNI University.

Commission for Student and Study Affairs (CSSA): In line with Articles 22 of the Statute of EMUNI University, the EMUNI University Commission for Student and Study Affairs is appointed by the Senate of EMUNI University.

The tasks and competences of the Commission for Student and Study Affairs are the following:

- discussing the 2nd and 3rd cycle study programmes and professional upgrading study programmes and their changes,
- providing the Senate of EMUNI University with proposals on the changes of the existing rules and proposals of new rules in the field of education,
- discussing proposals by the Students Council of EMUNI University,
- dealing with issues relating to the enrolment in EMUNI University, adopting decisions on the recognition of foreign education and recognition of previously acquired knowledge and skills,
- dealing with other tasks in accordance with the Statute, Rules of Procedure of the Senate and other documents of EMUNI University.

Members of the CSSA, nominated on 18 October 2019, are:

1. Prof. Dr. Karim Moustaghfir, Morocco
2. Prof. Dr. Mateja Sedmak, Slovenia
3. Prof. Dr. Rasha El-Kholy, Egypt
4. Prof. Dr. Nada Trunk Širca, Slovenia
5. Student Nada Bishr Mostafa Mohamed Shahin, Egypt

The Students' representative was nominated by the Students Council on 27 November 2019.

Habilitation Commission:

In line with Article 22 of the Statute of EMUNI University, the EMUNI University Habilitation Commission is appointed by the Senate of EMUNI University. The Habilitation Commission proposes to the Senate of EMUNI University the candidates for the first appointment to a title, for the re-appointment to a title or for the appointment to a higher title of research associates and higher education teachers and associates. The Habilitation Commission bases its decision on the Criteria for the Appointment to the Titles of Researchers and higher Education Teachers and Associates at the EMUNI University in all the disciplines that form part of the study, research or artistic activity at EMUNI University and its partner institutions.

Members of the Habilitation Commission, nominated on 20 June 2018, are:

1. Prof. Dr. Dušan Lesjak, Slovenia
2. Prof. Dr. Claudio Cressati, Italy
3. Prof. Dr. Labib M. M. Arafteh, Palestine

Quality Assurance Commission:

In line with Article 22 of the Statute of EMUNI University, the EMUNI University Quality Assurance Commission must be appointed by the Senate of EMUNI University. As defined in the Quality Manual at Euro-Mediterranean University the tasks and competences of the Quality Assurance Commission are the following:

- examination and evaluation of the EMUNI University Report on the monitoring, assessing and assuring the quality of EMUNI University as a whole and of its study programmes and research, art and professional activities,
- examination and evaluation of the proposals of the indicators, criteria and procedures for the monitoring of the efficiency in EMUNI University activity areas,
- tasks in accordance with the provisions of the Statute and general acts of EMUNI University.

The Quality Assurance Commission bases its decisions on the Quality Manual of Euro-Mediterranean University.

Members of the Quality Assurance Commission, nominated on 20 June 2018, are:

1. Prof. Dr. Hassan Nadir Kheirallah, Egypt
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia
4. Assist. Prof. Dr. Mitja Gerževič, Slovenia
5. Student Rania Chaabouni, Tunisia

The Students' representative was nominated by the Students Council on 27 November 2019.

Student Council, a student body, made up of all students enrolled in study programmes of EMUNI University appointed 5 new students' representatives to the EMUNI Student Council on 18 November 2019 for the term of office of one year or until the expiry of the student status, as follows:

1. Haythem Sendi, Tunisia as Student Council President,
2. Nada Bishr Mostafa Mohamed Shahin, Egypt as Student Council Vice President,
3. Abdelrahman Nady Shaker Muhammed, Egypt,
4. Abdessalam Khedrougui, Algeria,
5. Rania Chaabouni, Tunisia.

The Student Council nominated students' representatives to the Management Board on 28 March 2019, and to the Senate and its Commissions on 18 November 2019 as follows:

1. *Management Board*: Haythem Sendi
2. *Senate*: Abdelrahman Nady Shaker Muhammed, Abdessalam Khedrougui, Nada Bishr Mostafa Mohamed Shahin and Rania Chaabouni
3. *Commission for Student and Study Affairs*: Nada Bishr Mostafa Mohamed Shahin
4. *Quality Assurance Commission*: Rania Chaabouni

Overview of responsible persons and period:

1. Joseph Mifsud (Chairman): 26 November 2008 - 31 August 2012.
2. Laris Gaiser (Vice President): 1 September 2012 - 31 March 2013.
3. Prof. Dr. Dušan Lesjak (Vice President of the President): 1 April 2013 - 31 January 2014.
4. Prof. Dr. Abdelhamid El-Zoheiry (President): 1 February 2014 - 1 February 2019.
5. Prof. Dr. Abdelhamid El-Zoheiry (President): 2 February 2019 - 1 February 2024.

Sessions of the EMUNI Bodies in 2019:

General Assembly Session of the EMUNI

- EMUNI General Assembly took place on 20 June 2018 in Piran (Slovenia).
- EMUNI Inner Circle meeting took place on 30 November 2018 in Piran (Slovenia).

Sessions of the EMUNI Management Board

- 39th Management Board correspondence session was held from 24 February to 27 February 2018.
- 40th Management Board correspondence session was held from 28 January to 31 January 2018.
- 41st Management Board regular session was held on 20 June 2018.
- 42th Management Board regular session was held on 1 December 2018.
- 43rd Management Board correspondence session was held on the 26 February 2019
- 44th Management Board regular session was held on 11 April 2019
- 45th Management Board regular session was held on 12 April 2019
- 46th Management Board correspondence session was held between 31 May 2019 and 4 June 2019
- 47th Management Board regular session was held on 22 November 2019

Sessions of the EMUNI Senate

- 32nd Senate correspondence sessions was held from 15 to 19 March 2019
- 33rd Senate regular session was held on 11 April 2019 in Barcelona
- 34th Senate correspondence session was held from 14 to 18 October 2019

Sessions of the EMUNI Commission for Student and Study Affairs (CSSA)

- CSSA regular sessions was held from 11 April 2019 in Barcelona
- CSSA correspondence sessions was held from 7 to 10 October 2019
- CSSA correspondence sessions was held on 13 to 17 December 2019

Sessions of the EMUNI Habilitation Commission (HC)

- 3rd HC correspondence session was held from 26 February to 4 March 2019
- 4th HC regular session was held on 11 April 2019 in Barcelona
- 5th HC correspondence session was held from 1 to 15 July 2019

Sessions of the EMUNI Quality Assurance Commission (QAC)

- QAC regular sessions was held on 10 April 2019 in Barcelona

1.6 Provision of operating conditions

Personnel

EMUNI has 7 employees on 31 December 2019 corresponding to 7 FTEs. The personnel plan for 2020 foresees the average number of 7 employees.

Table 2: List of employees by job position and organisational unit.

Job Position	Organisation Unit	31 DEC 2019	WP 2020	Type of Contract	Source of Financing 2018
President of EMUNI	President of EMUNI	1	1	Contract of employment	MESS, other sources
Administrative assistant / manager	International Cooperation Unit/ Research Unit / Office for sponsored programmes	1	1	Service contract	MESS, Other sources
Administrative assistant / manager	Education & Research	2	2	Contract of employment	MESS, Other sources
Administrative assistant / manager	HR, General Affairs, Legal	1	1	Contract of employment	MESS, other sources
Administrative Assistant / manager	Administration & Finance	2	2	Contract of employment	MESS, Other sources
TOTAL employees		7	7		

Table 3: List of other Contractors

Job Position / Field of work	Area	Type of Contract	Source of Financing 2019
Project Experts	EL-CSID	Authorial work contract	Grant Contract N° ENPI/2014/354-488
Lecturers	Study programmes	Authorial work contract	Tuition fees, Projects

Financing

Main accounting principles

The Financial Report of EMUNI University for 2019 has been drawn up in line with the Accounting Act (Official Gazette of the RS No. 23/99 30/02-ZJF-C and 114/06-ZUE) and the Slovenian Accounting Standard 36 - Accounting Solutions in Not-for-Profit Organisations - Private-Law Legal Entities (Official Gazette of the RS No. 95/15, 74/16 - cor. 23/17, 57/18 and 81/018) and the Account Scheme for Not-for-Profit Organisations (Official Gazette of the RS No. 107/15 and 1/16), Regulation on Public financing of Higher Education Institutions and other Institutions (Official Gazette of the RS No. 35/17 and 24/19).

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

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

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

Balance sheet

The Balance Sheet is drawn up for a financial year, which is equal to the calendar year. The Balance Sheet as of 31st December 2019 shall also contain a column with data from the Balance Sheet as of 31st December 2018.

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

Assets and liabilities are broken down per type and maturity.

Intangible and tangible fixed assets

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

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

The depreciation of tangible fixed assets and intangible long-term assets is calculated individually on a regular basis by using the proportional method, consistently applied in each

accounting period. The annual depreciation rates are set freely by the University. The net carrying amount of an item of tangible fixed assets is the difference between the cost of the item and its accumulated depreciation.

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

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

Table 4: Balance sheet

Item	ADP code	Amount	
		Current year	Previous year
2	3	4	5
ASSETS (002+032+053)	001	923.420,84	383.487,34
A. LONG-TERM ASSETS (003+010+018+019+027+031)	002	1.985,29	4.308,05
I. Intangible assets and long-term accruals and prepaid expenditure (004+009)	003	0,00	0,00
1. Intangible assets	004	0,00	0,00
2. Long-term accrual	009	0,00	0,00
II. Tangible (fixed) assets (011 to 017)	010	1.985,29	4.308,05
1. Land	011	0,00	0,00
2. Building	012	0,00	0,00
3. Production devices and machines	013	0,00	0,00
4. Other devices and equipment, small inventory and other tangible assets	014	1.985,29	4.308,05
5. Biological assets	015	0,00	0,00
6. Tangible assets in construction or creation	016	0,00	0,00
7. Advance payments for tangible assets	017	0,00	0,00

III. Investment properties	018	0,00	0,00
IV. Long-term financial investments (020+024)	019	0,00	0,00
1. Long-term financial investments, except loans	020	0,00	0,00
2. Long-term loans	024	0,00	0,00
V. Long-term receivables	027	0,00	0,00
VI. Postponed tax deliverables	031	0,00	0,00
B. SHORT-TERM ASSETS (033+034+040+048+052)	032	920.522,79	378.375,92
I. Current assets (groups for disposal) for trade	033	0,00	0,00
II. Stock	034	50.000,00	50.000,00
1. Material	035	50.000,00	50.000,00
2. Non-finished products and services	036	0,00	0,00
3. Products	037	0,00	0,00
4. Merchandise	038	0,00	0,00
5. Advance payments for stock	039	0,00	0,00
III. Short-term financial investments (041+045)	040	48,53	1.030,84
1. Short-term financial investments, except loans	041	0,00	0,00
2. Short-term loans	045	48,53	1.030,84
IV. Short-term operating receivables	048	102.472,53	80.271,43
V. Cash assets	052	768.001,73	247.073,65
C. SHORT-TERM ACCRUALS AND PREPAID EXPENDITURE	053	912,76	803,37
Off-balance assets	054	0,00	0,00
LIABILITIES (056+072+075+085+095)	055	923.420,84	383.487,34
A. OWN LIABILITIES (056a+301+068-069+070-071)	056	21.604,39	169.596,71

I. Start-up capital	056a	0,00	0,00
II. Fair value reserve	301	0,00	0,00
III. Uncommitted profit	068	169.596,71	84.454,30
IV. Uncommitted loss	069	0,00	0,00
V. Income profit of the business year	070	0,00	85.142,41
VI. Outgoing loss of the business year	071	147.992,32	0,00
B. RESERVATIONS, LONG-TERM ACCRUALS AND INCOME COLLECTED IN ADVANCE (073+074)	072	829.184,15	111.418,82
1. Reservations	073	0,00	0,00
2. Long-term accruals and income collected in advance	074	829.184,15	111.418,82
C. LONG-TERM LIABILITIES (076+080+084)	075	0,00	0,00
I. Long-term financial liabilities	076	0,00	0,00
II. Long-term operating liabilities	080	0,00	0,00
III. Postponed tax liabilities	084	0,00	0,00
Č. SHORT-TERM LIABILITIES (086+087+091)	085	72.632,30	102.471,81
I. Liabilities included in the group for disposal	086	0,00	0,00
II. Short-term financial liabilities	087	0,00	0,00
III. Short-term operating liabilities	091	72.632,30	102.471,81
SHORT-TERM ACCRUALS AND INCOME COLLECTED IN ADVANCE	095	0,00	0,00
Off-balance liabilities	096	0,00	0,00

Intangible fixed assets

In 2019, EMUNI University had no intangible long-term assets.

Tangible fixed assets

The purchase value of the equipment on 31st December 2019 is 10.781,75 EUR, while its write-off value is 8.796,46 EUR. Current value of the equipment on 31st December 2019 is 1.985,29 EUR.

Long-term investments

In 2019, EMUNI University had no long-term investments.

Long-term operating receivables

EMUNI University had no long-term operating receivables in 2019.

Inventory

EMUNI University has on 31st December 2019 an inventory of professional literature with a value of 50.000 EUR, that was supplied by the German supplier SPRINGER Customer Service Center GmbH.

Short-term operating receivables

As of 31st December 2019, the University had 102.472,53 EUR worth of short-term operating receivables from:

- Short-term receivables to the customers in Slovenia 24.007,18 EUR;
- Short-term receivables to the customers abroad in the amount of 35.644,98 EUR;
- Short-term receivables from advances made to the amount of 1.500,00 EUR for guarantee to the Adriatic Slovenica d.d. (Generali Group) for the rent, and EUR 2.417,26 EUR given to Nahala's advance arises from previous years;
- Other short-term receivables to the physical persons in total of 38.903,11 EUR, predominantly addressed to the former EMUNI University President Prof. Dr. Joseph Mifsud.

Short-term loans

EMUNI University on 31st December 2019 has registered short-term loans to the amount of 48,53 EUR to the EMUNI Employee.

Cash at hand

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

Cash at bank

The amount of cash in the current account, held at Nova KBM and Unicredit, amounted to 768.001,73 EUR on 31st December 2019.

Deferred costs and accrued revenues

As of 31st December 2019, the value of the deferred costs amounts to 912,76 EUR, derived from bank card membership and the insurance premium.

Short-term liabilities to employees

The average number of employees based on the working hours in the year 2019 was 7,09. On 31st December 2019, EMUNI University was obliged to pay the employees the December salary, salary related costs and travel orders to the amount of 36.550,84 EUR. Liability from the travel orders predominantly arises from the former President's travel orders. Short-term liabilities to employees from the unpaid salaries also comes from the last unpaid salary to Joseph Mifsud to the amount of 4.800 EUR gross.

Short-term liabilities to suppliers

EMUNI University's short-term liabilities to suppliers on 31st December 2019 amount to 23.372,38 EUR and consist of liabilities:

- To domestic suppliers in the amount of 16.879,96 EUR and
- To foreign suppliers in the amount of 6.492,42 EUR.

Other short-term operating liabilities

EMUNI University did not have short-term operating liabilities in 2019.

Long-term operating liabilities

EMUNI University did not have long-term operating liabilities in 2019.

Short-term financial liabilities

EMUNI University did not have short-term financial liabilities in 2019.

Long-term financial liabilities

EMUNI University did not have long-term financial liabilities in 2019.

Short-term accruals and deferred income

On 31st December 2019, EMUNI University had the following short-term accruals or deferred income recorded on six different projects as follows:

- J. Monet Modul in the term accrual amount of 21.148,54 EUR and the period from September 2018 to February 2020;
- Erasmus Mobility 060269 - outside EU in the term accrual amount of 11.994,25 EUR and the period from August 2019 to July 2021;
- Erasmus Mobility 060107 - EU in the term accrual amount of 6.927,17 EUR and the period from June 2019 to September 2020;
- VISION project in the term accrual amount of 279.613,20 EUR and the period from January 2020 to December 2021;
- Med2lah project in the term accrual amount of 498.444,00 EUR and the period from January 2020 to December 2021;
- ADAPT TM in the term accrual amount of 11.056,99 EUR and the period from October 2017 to October 2020.

Statement of revenues and expenditures

In determining the revenues and the expenditures of the accounting period, EMUNI University applied the accrual principle of accounting in line with the Slovenian Accounting Principles.

Table 5: Statement of revenues and expenditures

Item	ADP code	Amount	
		Current year	Previous year
2	3	4	5
A. NET SALES	110	566.469,80	799.553,22
B. INCREASE OF STOCK VALUE OF THE PRODUCTS AND UNFINISHED PRODUCTION	121	0,00	0,00
C. REDUCTION OF THE STOCK VALUE OF THE PRODUCTS AND UNFINISHED PRODUCTION	122	0,00	0,00
Č. CAPITALIZED OWN PRODUCTS AND SERVICES	123	0,00	0,00
D. SUBSIDIES, DONATIONS, REGRESSIONS, COMPENSATIONS AND OTHER INCOMES CONNECTED TO OPERATING EFFECTS	124	0,00	0,00
E. OTHER OPERATING INCOMES	125	0,00	0,00
F. GROSS INCOME FROM OPERATING (110+121-122+123+124+125)	126	566.469,80	799.553,22
G. OPERATING COSTS (128+139+144+148)	127	712.795,70	714.529,14
I. Costs for goods, material and services (129+130+134)	128	402.567,68	426.524,06
1. Purchasing value of goods and materials sold	129	0,00	0,00
2. Material costs	130	6.066,64	7.415,22
3. Costs of services	134	396.501,04	419.108,84
II. Labour costs (140 to 143)	139	306.555,34	282.645,73
1. Costs of salaries	140	190.632,404	176.127,54
2. Costs of pension insurances	141	60.525,04	55.603,77
3. Costs of social security insurances	142	34.649,983	31.398,43

4. Other costs of work	143	20.747,92	19.515,99
III. Write-offs (145 to 147)	144	3.024,660	3.806,10
1. Amortization	145	3.024,660	3.806,10
2. Operating costs from intangible and tangible assets	146	0,00	0,00
3. Operating costs from current assets	147	0,00	0,00
IV. Other operating costs (149+150)	148	648,02	1.553,25
1. Reservation	149	0,00	0,00
2. Other costs	150	648,02	1.553,25
H. OPERATING INCOME SURPLUS (126-127)	151	0,00	85.024,08
I. OPERATING COSTS SURPLUS (127-126)	152	146.325,90	0,00
J. FINANCIAL REVENUES (155+160+163)	153	1,82	2,35
I. Financial revenues from shares	155	0,0	0,00
II. Financial revenues from loans given	160	0,00	0,00
III. Financial revenues from operating receivables	163	1,82	2,35
K. FINANCIAL EXPENDITURES (168+169+174)	166	512,19	9,06
I. Financial expenditures of impairment and write-off financial investments	168	0,00	0,00
II. Financial expenditures from financial liabilities	169	0,00	0,00
III. Financial expenditures from operating liabilities	174	512,19	9,06
L. OTHER REVENUES	178	343,51	173,58
M. OTHER REVENUES	181	1.499,56	48,54
N. INCOME SURPLUS (151-152+153-166+178-181)	182	0,00	85.142,41
O. EXPENDITURES SURPLUS (152-151-153+166-178+181)	183	147.992,32	0,00
P. INCOME TAX	184	0,00	0,00

R. POSTPONED TAXES	185	0,00	0,00
S. NET SURPLUS OF REVENUES IN ACCOUNTING PERIOD (182-184-185)	186	0,00	85.142,41
Š. NET SURPLUS OF EXPENDITURES IN ACCOUNTING PERIOD (183+184+185 or 184-182+185)	187	147.992,32	0,00
* AVERAGE NUMBER OF EMPLOYEES BASED ON WORKING HOURS IN ACCOUNTING PERIOD (two decimals)	188	7,09	6,69
TOTAL NUMBER OF OPERATING MONTHS	189	12	12

Notes to the statement of revenues and expenditures

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

In 2019, EMUNI University has received in total 566.469,80 EUR from the activities of non-commercial public companies, from the following sources:

- Funds from the budget of RS (MESS) in the amount of 221.340,40 EUR or 39,07% of total revenues;
- Funds from the Slovenian Research Agencies of RS in the amount of 33.903,93 EUR or 5,99% of total revenues;
- Funds from CMEPIUS project in the amount of 93.879,81 EUR or 16,57% of total revenues;
- Funds from MERID project in the amount of 49.987,50 EUR or 8,82% of total revenues;
- Funds from PRIMA project in the amount of 13.260,23 EUR or 2,34% of total revenues;
- Funds from EMNES project in the amount of 34.985,46 EUR or 6,18% of total revenues;
- Funds from EL-CSID project in the amount of 2.713,68 EUR or 0,48% of total revenues;
- Funds from MEDNICE project in the amount of 34.799,27 EUR or 6,14% of total revenues;
- Funds from ADAPT TM project in the amount of 14.741,25 EUR or 2,60% of total revenues;
- Funds from J. Monnet Module project in the amount of 21.148,55 EUR or 3,73% of total revenues;
- Funds from Science and Research center Koper (ZRS Koper) in the amount of 4.389,93 EUR or 0,77% of total revenues;
- Funds from ERC project in the amount of 6.929,85 EUR or 1,22% of total revenues;
- Funds received from European Commission in the amount of 1.000,00 EUR or 0,19% of total revenues;
- Funds received from ERC Science Squared in the amount of 4.210,57 EUR or 0,74% of total revenues;
- Funds from the fees of the EMUNI General Assembly membership in the total amount of 20.730,00 EUR or 3,66% of total revenues;
- Students fees in the amount of EUR 7.244,00 or 1,28% of total revenues and
- Other pre-invoicing revenues from sales are recorded in the amount of 1.205,37 EUR or 0,22% of the total revenues.

Financial costs

EMUNI University had financial expenditures in the amount of 512,19 EUR in 2019.

Other expenses

EMUNI University had other expenses in the amount of 1.499,56 EUR due to outstanding costs and negative cent levelling.

Surplus of expenditures over revenues Revenues from financial activities

EMUNI University had revenues from financial activities in the amount of 1,82 EUR in 2019.

Other revenues

EMUNI University had other revenues in the amount of 343,51 EUR in 2019.

Costs of material

The EMUNI University In 2019 had a total of 6.066,64 EUR of costs of material or 0,84% of all costs, in particular for utility and maintenance.

Labour costs

Labour costs accounted for 306.555,34 EUR and represent 42,92% of total costs. They consist of:

- Salaries and other salary reimbursement in the amount of 190.632,40 EUR;
- Pension insurance contribution in the amount of 60.525,04 EUR;
- Social security contributions in the amount of 34.649,98 EUR;
- Other costs of work in the amount of 20.747,92 EUR.

Other costs

In 2019 EMUNI University had a total of 648,02 EUR of other costs.

Amortization costs

In 2019 EMUNI University had a total of 3.024,66 EUR of amortisation.

Costs of services

In 2019 the EMUNI University had 396.501,04 EUR of costs for the services or 55,51% of total costs as follows:

- Costs of tolls, parking and transportation services in the amount of 45.970,48 EUR;
- Costs of rent in the amount of 36.278,92 EUR;
- Costs of business travel in the amount (hotel services, transport services, parking fees, daily allowances) of 58.257,97 EUR;
- Cost of authorials in the amount of 22.931,18 EUR;
- Costs of payment transactions and insurances in the amount of 7.301,24 EUR;
- Costs of advertising and entertainment in the amount of 8.457,99 EUR;
- Costs of occasional intellectual services (audit, accounting, consulting, computer, printing, proofreading) in the amount of 11.368,13 EUR;
- The other costs in amount of 205.935,13 EUR, services represent the cost of other services such utility services, services of others, costs of fees and membership fees, postal and telephone charges, medical examinations and similar costs.

Surplus of expenditures over revenues

As seen in the Statement of revenues and expenditures, the surplus of expenditures over revenues achieved with the operation of EMUNI University in the year 2019 amounted to 147.992,32 EUR.

The surplus of the expenditures over the revenues exists due to the fact that EMUNI University is waiting to receive a considerable income from two projects that ended last year (EI-CSID project and MEDNICE project) as well as income from the running projects (AdapTM and FishAqua project).

It should be taken also into consideration that in the year 2019, EMUNI University transferred the Final payment to the MERID partners, which ended in 2018 (ie. the final payments expenditure of MERID was carried along from 2018 to 2019, thus unduly inflating 2019 expenditures).

Along with the surplus of revenues over expenditures from previous years in the amount of 169.596,71 EUR, the final surplus of revenues over expenditures on 31st December 2019 amounts to 21.604,39 EUR.

Library and information activities

Based on an agreement concluded between EMUNI and the University of Primorska, EMUNI's students are able to be fully fledged members of that University's library, located in Koper. We also provide students with access to the library Srečko Vilhar in Koper.

Due to very high fees to secure access to electronic databases, EMUNI is not able to have access to any payable database or ensure access on distance. Instead, we have clustered the online free databases into a mini e-library.

Additionally, in 2019, EMUNI arranged its free access to the REVIS - an online repository of intellectual work produced by high education institutions, where the master theses of students are archived and freely available to the public.

EMUNI is also granted access to the plagiarism software that is intended to be used by all the mentors in the process of revision and evaluation of students' writing.

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;
- graphic design.

Public relations

We have discovered that using the Social Media platforms wisely brings us success in promoting our activities while giving us very little financial burden. With many people across the Euro-Mediterranean region actively using social media, it has been a low-cost way to share our stories and experiences. Various social media, like Twitter, Facebook, LinkedIn and Instagram has offered us a smart way to get our project news out to a wide range of audiences.

The 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 the 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. The EMUNI Facebook site has 4.200 followers, while the posts in 2019 got 415.927 impressions. (www.facebook.com/emuni.university) .

The 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. In 2019, 1.621 posts were posted on Twitter which made 89.560 impressions. EMUNI Twitter has 650 direct followers. The Twitter address of EMUNI is twitter.com/emuni.

In 2019, EMUNI produced the following electronic promotional publications:

1. E-Newsletter: throughout the year (online);
2. Intercultural Business Communication promotional material;
3. Blue Mission promotional material;
4. EMED promotional material.

Promotional publications are intended for both the target and wider public 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 10.000 recipients of e-publications in 2019, and the number of subscribers to the newsletter continues to grow.

Public relations are an important factor for international recognition. The PR vision of EMUNI provides the University with a clear strategic focus for the future and articulates how we aim to fulfil our vision of being a civic university focused on research that addresses major societal challenges.

EMUNI is regularly informing the public about important events. In addition, informing is done through public involvement in the activities of the University (roundtable discussions, press conferences, etc.). Public Relations are particularly intense at the time of EMUNI events (EMUNI conferences, meeting and visits of guests, agreements on common projects), sessions of the bodies of the EMUNI University, and at the beginning of the academic year. In 2019, we continued to inform the public about the activities and events of EMUNI University. In relation to public relations activities, the contact media network was updated and a PR report written after major events and media communication.

In 2019, we also developed a clear and consistent PR strategy that helped us reach the following goals: an increase in awareness and advocacy of EMUNI University among a range

of target audiences and our own Network; a positive media profile nationally and internationally and the increased use of the website and social media.

1.7 Quality assessment and assurance

Quality of the educational activities was monitored and analysed before (in the process of planning), during (in the process of implementation) and after (with feedback from students and teachers) the activities.

This has been discussed with members of Quality Assurance Commission at its session. Concrete improvements in quality assurance actions have been proposed and considered.

The EMUNI Quality Assurance Commission is one of the EMUNI Senate commissions in charge of monitoring and assuring the quality of the EMUNI conducting activities, including education, research and student affairs. In line with Article 22 of the Statute of EMUNI University, the Quality Assurance Commission must be appointed by the Senate of EMUNI University for a 4-year term.

Students' and Higher Education Teachers' satisfaction and their workload are monitored through the analysis of the evaluation questionnaires, performed on a yearly basis and by focus group meetings, when these are needed.

A Self-evaluation report on education for the academic year 2018-19 includes the analysis of students' and teachers' evaluations of each individual course for the implemented education activities (study programmes, short courses, summer schools etc.). This includes the organisational support given by EMUNI staff before, during and after the implemented activities, compliance between course objectives and the performed teaching and learning outcomes, satisfaction with course delivery and teacher's work, the online platform, workload needed to pass the exams, as well as other suggestions for improvements given by students and teachers. The Report also includes the evaluation of graduates on the day of, 6 and 12 months after graduation.

The data received from the evaluation questionnaire serve as the basis and guidelines for the planning, implementation and improvement of education activities at EMUNI University. As the evaluations are done at the end of each course or study period, the results are taken into consideration in the planning of the next academic year.

2 EDUCATION

2.1 Study programmes in implementation

One of the main activities of EMUNI University is education at postgraduate levels of study. The basic processes are the optimization of the study activities for acquiring new students and filling enrolment places, management of the enrolment process, the implementation of study programmes and support for students and higher education teachers, as well as the development of new and continuous improvement of existing study programmes. In the continuation of the report, we present the study programmes, their organization and implementation, enrolment analysis, student performance and their mobility. Data for the academic year 2018/2019 and 2019/2020 are being discussed, while the provided figures even present longitudinal data from previous academic years.

Master's study programme Intercultural Business Communication (IBC)

Enrolment

In the Academic year 2018/2019, nine students from Egypt, Tunisia, Algeria and the Russian Federation applied for the IBC Master's Study programme. Six out of these nine students (2 from Egypt, 2 from Tunisia and 2 from Algeria) were enrolled for the first time in the 1st study year, while three students from the 2017/2018 cohort (from Egypt, Algeria and Tunisia) were enrolled in the 1st study year for the second time. Student status for the Graduate year was extended to one student from the 2014/2015 cohort, upon the decision of the CSSA due to a long-term illness. No students were enrolled in the 2nd study year (Figure 2).

In the Academic year 2019/2020, two students, one from Tunisia and one from Egypt, applied. Therefore, with only two applicants, the President of EMUNI University decided that it was not feasible to run the 1st study year of the IBC programme. On the other hand, by 30 September 2019, five students (one from the 2017/2018 cohort and four from the 2018/2019 cohort) successfully performed all study obligations required to enrol in the 2nd study year, were thus enrolled in the 2nd study year of the IBC programme. Student status for the Graduate year was extended to one student from the 2014/2015 cohort from 1 October 2019 to 15 January 2020, upon the decision of the CSSA to finish the internship mobility (Figure 2).

By revising the number of views and clicks on social media promotions, we can see that there were a lot of views and clicks, which shows that there is interest in the programme, while the small number of enrollments could be attributed to the fact that:

- a) the programme is part-time and/or
- b) its tuition fee is relatively high for potential candidates and/or
- c) there is a need to travel and accommodate in Slovenia for the two face-to-face periods per year, which could represent relatively high costs, as well as long procedures for obtaining the needed documents for travelling for potential candidates from some of the countries in the Euro-Mediterranean region.
- d) The programme's title does not reflect the potential market interest. However, this issue is difficult to resolve, since this programme is implemented as per the agreement with University of Urbino and EMUNI cannot modify its title which was notified to NAKVIS. The solution could be to highlight the potential benefits of the programme

and its strong links to the job market by emphasizing the ILOs of its different courses in a more informative manner.

Besides this the strategy of promoting the study programme could have been deficient or has not been sufficiently implemented. Without a successful promotion strategy, we are not able to establish a social network that could cover a larger number of potential candidates/students.

Therefore, EMUNI will devote more time to the promotion strategy and its activities on social media as well as invest more financial resources for the establishment of a better marketing strategy of all EMUNI's activities (not only educational) to attract more candidates/students and thus gain recognition among a younger target audience.

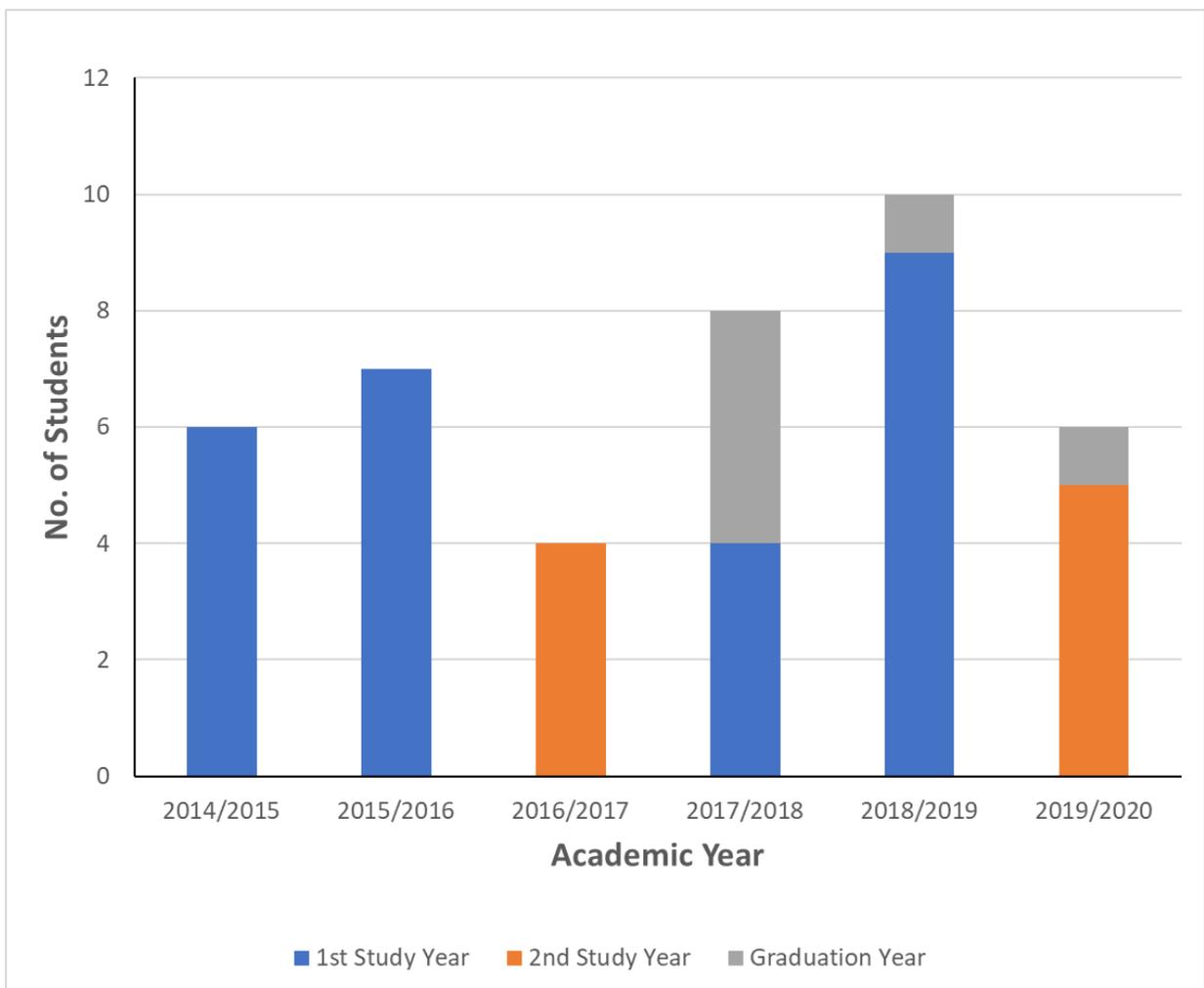


Figure 2: Number of enrolled students at the Master's study programme Intercultural Business Communication per Academic Year.

Course delivery

In the Academic year 2018/2019, online e-learning started on 29 October 2018. The 1st face-to-face period of the 1st study year started on 19 November 2018 and ended on 23 December 2018, while the 2nd face-to-face period started on 18 March 2019 and ended on 14 April 2019, with online e-learning between and after these two periods. The implemented programme courses were English Language I, Italian Language I, International Business Communication, Intercultural Laboratories (Practical Training), History of the Global Socio-Economic Processes, Intercultural Negotiations, Intercultural Relations in English-Speaking Countries and Intercultural Relations in Italian-Speaking Countries.

In the Academic year 2019/2020, online e-learning started on 28 October 2019. The 1st face-to-face period of the 2nd study year started on 11 November 2019 and ended on 20 December 2019 with the implementation of the following courses: English Language II, Italian Language II, Internationalization Strategies, Internet Marketing and Research Methodology in Social Sciences (the latter is not part of the curriculum, but reasonably assists students in delivering their Master's Thesis Proposals).

From 23 December 2019 to 5 March 2020, online distance learning will follow, with the 1st exam period from 20 January to 2 February 2020 and another face-to-face period from 6 March 2020 to 26 April 2020. The following courses will start or continue in the 2nd face-to-face period: English Language II, Italian Language II, IT Abilities for Business, Cultural Anthropology and Research Methodology in Social Sciences. Another online distance learning will follow after the 2nd face-to-face period until 7 June 2020, followed by the 2nd and 3rd exam periods from 8 to 28 June 2020 and 31 August 2020 to 20 September 2020, respectively.

Students' Transition Between Study Years and Re-Enrolments

The transition of students from 1st to 2nd study year and from 2nd study year to the graduation year is shown in Table 6. The analysis below is based on the IBC masters' study programme only, where all free places were not fulfilled in each academic year. Therefore, this should be considered as a limitation, when concluding that the students' transition from 1st to 2nd study year is 57.5% (4 students from in the Academic Year 2016/2017 and 5 students in 2019/2020), while from 2nd study year to the graduation year is 100% (4 students in the Academic Year 2017/2018).

In the Academic Year 2018/2019, three students were re-enrolled into the first study year and one into the graduation year, while in the year 2019/2020 one was re-enrolled into the graduation year.

More than half of the enrolled students (5/9) successfully transitioned to the 2nd study year.

Two students from Algeria enrolled in the study programme, attended the 1st face-to-face period, had active roles in the EMUNI bodies, they also attended and passed exams during the 1st face-to-face period, but dropped out from the programme before the start of the 2nd face-to-face period without further explanation. After that, they were not responsive anymore, so we do not have their feedback, why they left their studies. Two out of three students who

were re-enrolled in the 1st study year of the programme (from Egypt and Tunisia) did not engage in the study activities and dropped out without further explanations.

After careful analysis of the situation, we believe that the issue lies in the commitment of the students to the programme and not within the quality of the instruction or the educational activities. Therefore, it was decided that EMUNI should implement more rigorous screening of the students in the future based on their academic merits and their personal commitment to the study programmes.

Table 6: Number of students passing from 1st to 2nd study year and from 2nd study year to the graduation year per Academic Year at the Master’s study programme in Intercultural Business Communication.

Academic Year	1st to 2nd Year	2nd to Graduation Year
2014/2015	0	0
2015/2016	0	0
2016/2017	4	0
2017/2018	0	4
2018/2019	0	0
2019/2020	5	0

Success in performing exams

Success in performing the exams was measured with the average grade of all exams taken by all cohorts of students enrolled in the 1st, 2nd and graduate year in each academic year, which is shown in Figure 3 and with the average grade for each course for the Academic year 2018/2019 (Table 3). Data show that the average grade for the exams in the Academic Year 2018/2019 has increased by 17.7% (8.56) after the lowest average grade (7.27) achieved in the Academic Year 2017/2018, compared to all previous academic years. Data for the academic year 2019/2020 were not yet available at the time of the preparation of this report.

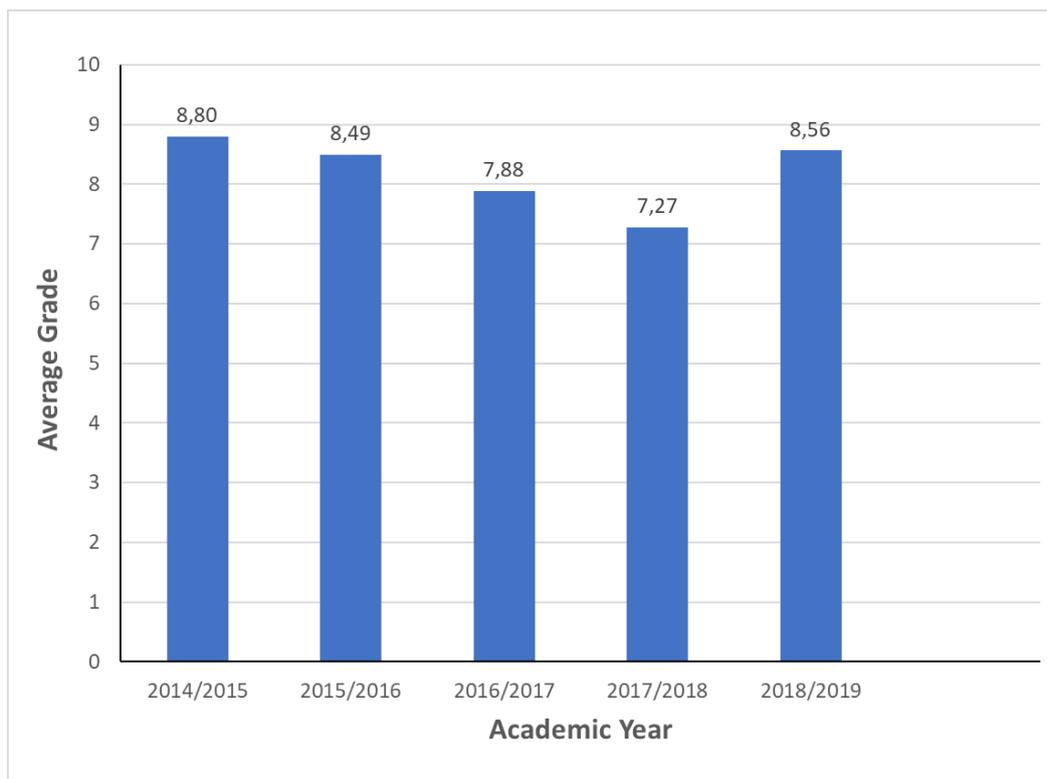


Figure 3: Average grade per Academic Year.

Intercultural Relations in the Italian-Speaking Countries course had the highest average grade (9.75), while the Intercultural Laboratories 7 Practical Training course had the lowest average grade (7.00) (Table 7).

Table 7: Average grade per course in the Academic year 2018/2019.

No	Course	AVG Grade
1	Foreign Language A - English Language 1	8,00
2	Foreign Language B - Italian Language 1	9,00
3	International Business Communication	8,00
4	Intercultural Laboratories / Practical Training	7,00
5	History of the Global Socio-Economic Processes	9,25
6	Intercultural Negotiations	8,25
7	Intercultural Relations in English Speaking Countries	8,75
8	Intercultural Relations in Italian Speaking Countries	9,75

Graduations

There were 3 graduations in the Academic year 2017/2018 and none in 2018/2019 for the Master's study programme in Intercultural Business Communication.

Students' Satisfaction with Courses and Teachers

The overall results of the analysis of students' satisfaction with courses and teachers were mostly positive, graded as "4 – agree" or "5 – totally agree". When asked about course organization, content and e-classrooms, the students' grades were a little lower with more divided opinions on a scale from 2 to 4. For most courses, students spent on average from 12 to 16 hours a week fulfilling the obligations of the course and acknowledged their level of knowledge after the course as "high".

Students' Satisfaction with EMUNI's Support

Application Period until 19 November 2018: Students were asked to evaluate the support and logistics in the Application Period until 19 November 2018. Answers were delivered by four students. All students were satisfied with the information, institution's support, overall organization etc., grading on average all categories from 3.50 to 4.75. The highest score, 4.75, was given for the support of EMUNI staff in the process of acquiring the visa. The lowest, 3.50 was given to the availability of information on the EMUNI website, which has already been improved and updated.

Table 8: Evaluation of satisfaction with information, institution's support, overall organization etc. in the application period until 19 November 2018 (scale 1-5)

Item	No	μ	σ
Availability of information on the EMUNI website	4	3.50	0.58
Friendliness of online application	4	4.00	0.82
Support of EMUNI staff in the process of enrolment	4	4.50	0.58
Support of EMUNI staff in the process of acquiring the visa (if applicable)	4	4.75	0.50
Support of EMUNI staff in the organization of bridge exams (if applicable)	1	4.00	0.00
Overall logistical and organizational assistance and information prior to arrival	4	4.00	0.82
TOTAL		4.13	0.55

1st face-to-face period (19 November to 23 December 2018): In the 1st face-to-face period, students were asked to evaluate satisfaction with information provided by EMUNI, institutional support, overall organization etc. The highest grades were given to the technical equipment of the classroom and support of the EMUNI staff throughout the process, with an average grade of 4.75 out of 5. Students graded 4.00 the class atmosphere, learning environment and accommodation. The lowest grade was regarding satisfaction with food (2.25), which however is not provided by EMUNI, since the students get subsistence from EMUNI and the government in the form of student vouchers for co-funding the meals. Also, during their stay in Piran, students live in apartments with fully equipped kitchen, where they can prepare their own meals. Therefore, EMUNI cannot influence the type and quality of the food the students eat. The next low graded item was the organization and functioning of the e-classroom (3.25). The students' comments included that the use of the Moodle e-classroom was complicated and that assignments should be demonstrated in a more organised and comprehensive way. Reasons for this could be technical (errors or inactivity due to maintenance, settings etc.) and/or structural (i.e. design / layout of the e-classroom pages and its course topics/chapters) nature. On the other hand, the reason could be teachers'

organization of the workflow of topics, chapters, documents, assignments etc. within their own course e-classrooms. Most probable reason however, was in the novelty of the e-environment, on which the students needed to adapt and properly discover.

These issues will be discussed in the next focus group meetings with students. Satisfaction of the e-classroom will be regularly monitored in the future on monthly meetings. Minutes of the meetings will be added to the QA report on Education and the outcomes will be described in the next SE report.

Regarding the overall organization of the study programme, students suggested that they would appreciate higher subsistence, more practice, field visits, teamwork activities and workshops in the classes.

Table 9: Evaluation of satisfaction with information, institution's support, overall organization etc. in the first face-to-face period from November 19 to December 21 (scale 1-5)

Item	No	μ	σ
Distribution of lectures	4	3.50	0.58
Logistical and organizational assistance and information during the courses	4	4.50	0.58
Technical assistance and information during the courses	4	4.50	0.58
Atmosphere in class	4	4.00	0.82
Learning environment	4	4.00	0.82
Technical equipment of the classroom	4	4.75	0.50
Organization and functioning of the e-classroom	4	3.25	0.96
Organization of field trips	4	4.00	0.82
Support of EMUNI staff all throughout the process	4	4.75	0.50
Facilities at university	4	3.75	0.96
Accommodation	4	4.00	1.41
Food	4	2.25	1.26
Library	4	3.50	1.00
Free time activity possibilities in Piran, Portorož, Izola and Koper	3	3.67	0.58
TOTAL		3.89	0.81

2nd face-to-face period (18 March to 12 April 2019): As in the 1st, also in the 2nd face-to-face period students were asked to evaluate satisfaction with information, institutional support, overall organization etc. The grades were on average lower than in the first face-to-face period, but also half of the students evaluated the second face-to-face period compared to the first. The highest grade (5.00) was given to accommodation, but it was only graded by one student. Distribution of lectures, atmosphere in the class, technical equipment of the classroom, organization and functioning of the e-classroom and library, as well as access to study material were graded as average (3.00). The lowest grade (1.50) was again regarding satisfaction with food, which besides the aforementioned explanation, is also a matter of habits and culture.

Table 10: Evaluation of the satisfaction with information, institution's support, overall organization etc. in the second face-to-face period from March 13 to April 12 (scale 1-5).

Item	No	μ	σ
Distribution of lectures	2	3.00	0.00
Logistical and organizational assistance and information during the courses	2	3.50	0.71
Technical assistance and information during the courses	2	3.50	0.71
Atmosphere in class	2	3.00	1.41
Learning environment	2	3.50	0.71
Technical equipment of the classroom	2	3.00	0.00
Organization and functioning of the e-classroom	2	3.00	0.00
Organization of field trips	2	3.50	0.71
Support of EMUNI staff all throughout the process	2	4.00	1.41
Facilities at university	2	3.50	0.71
Accommodation	1	5.00	0.00
Food	2	1.50	0.71
Library and access to study materials	2	3.00	1.41
Free time activity possibilities in Piran, Portorož, Izola and Koper	2	3.50	2.12
AVERAGE		3.32	0.76

Graduates' Satisfaction with Studies at EMUNI

Two out of three graduates filled in the evaluation form. One of the graduates was generally satisfied with the studies at EMUNI, providing a very high rate, and was able to find a job in his field during his studies, remaining in the same organisation 6 and 12 months after graduation. Another student, however, stated that the knowledge gained from the studies at EMUNI was not useful and was unemployed on the day of graduation, which lasted 12 months following graduation.

Teaching Staff Evaluations

Ten out of twelve teachers responded to the evaluation questionnaire. The evaluation of the information received before the start of the lectures was mostly graded as "3 – good" on a 3-level scale ("1 – poor", "2 – sufficient", "3 – good").

The overall evaluation of the purpose/content, students, logistical and administrative aspects were mostly positive and graded as "good" or "excellent", with not many suggestions for improvement. Teachers were the most satisfied with the collaboration with professional/administrative services and very satisfied when asked about the environment (location, classroom and supporting facilities), but one comment mentioned having too many on-line lectures were difficult to conduct.

For online distance teaching, teachers used a variety of teaching tools, but mostly video lectures, assignments, and other tools on the Moodle platform. In the teachers' opinion, the most effective online/distance teaching method was "Assignment through Moodle", but also "Video lectures", "Chat/forum through other platforms or apps", "E-mails" and "Posting documents" were mentioned. They suggested having more face-to-face lectures, more homework reading and more assignments during the course should be given to students,

while field visits needed to be organized to more well renowned and successful international companies with examples of good practice. They were also very satisfied with EMUNI's administrative staff, seeing them as very helpful and professional, while proposing more opportunities for communication with other lecturers in the same programme to coordinate course content.

Study programme for further training in Euro-Mediterranean Innovation and Entrepreneurship Diploma (EMIED)

Enrolment

In the Academic year 2018/2019, this 6-month, non-degree study programme for further training in Euro-Mediterranean Innovation and Entrepreneurship Diploma (EMIED) was not implemented due to too few applications.

In the Academic year 2019/2020, EMUNI planned to implement the EMIED programme if at least 6 candidates would enrol. By the end of the deadline for application on 30 January 2020, only five candidates applied and four were willing to start with the programme. Thus the deadline was extended and the start postponed, but due to the COVID-19 pandemic and lockdown, the programme was cancelled.

The numbers of enrolled students and average grades at the EMIED programme per Academic year are shown below:

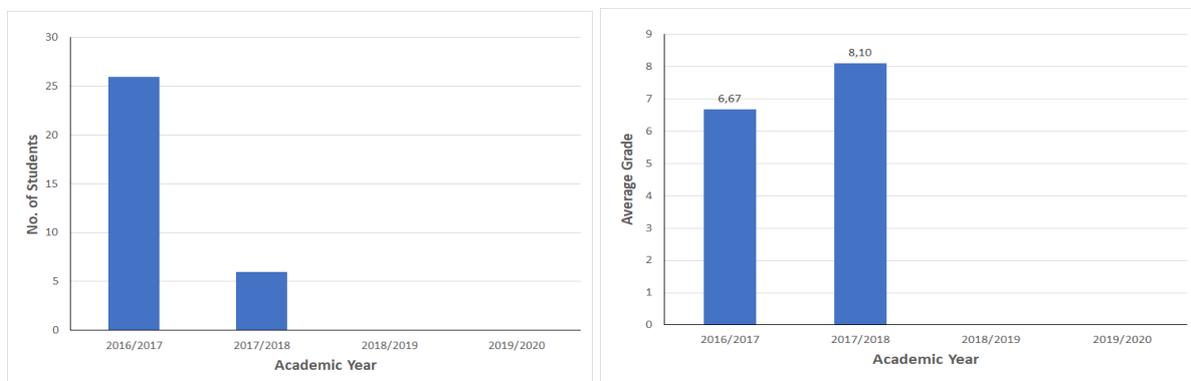


Figure 4: Number of enrolled students and average grades at the study programme for further training Euro-Mediterranean Innovation and Entrepreneurship Diploma per Academic Year.

Course delivery

In the Academic year 2018/2019 the courses of this programme were not delivered.

Graduations

There were 10 graduates in the Academic year 2017/2018 and none in 2018/2019.

Collaboration activities

Partners of the programme are the following:

- Euro-Mediterranean University (EMUNI), Slovenia
- International School of Social and Business Studies (ISSBS), Slovenia
- University of Primorska (UP), Slovenia
- University of Ljubljana, (UL), Slovenia
- Università di Siena (US), Italy
- Università degli Studi di Urbino Carlo Bò (USU), Italy
- Arab Academy of Science and Technology, Maritime and Transport (AASTMT), Egypt
- Al Akhawayn University in Ifrane (AUI), Morocco

2.2 Study programmes under development

Study programme for further training in Euro-Mediterranean Studies

The study programme for further training in Euro-Mediterranean Studies (EMS) was submitted to NAKVIS for its first accreditation on 27 February 2013. On 23 April 2018, EMUNI received by NAKVIS the decision of rejection of the EMS programmes. On 21 May 2018, EMUNI replied with an appeal to the NAKVIS decision of rejection and on 10 October 2018, the appeal was positively evaluated by the Appeal Commission at NAKVIS (with a notice to EMUNI on 8 January 2019). Pursuant to the final decision of the Appeal Commission, NAKVIS has to reconsider EMUNI's application for the first accreditation of the EMS study programme.

Since more than 5 years have passed since the first submission of the EMS study programme, the EMUNI Senate decided to revise and update the EMS programme before submitting it again for its accreditation. Therefore, several courses have been changed, added or committed in order to meet the 6 priority pillars of the Union for the Mediterranean, which represent also the fundamentals/bases of the EMS programme, as well as to be able to offer the courses as separate units in the form of elective courses for other study programmes or summer schools from similar fields. The same reasoning was also applied to the teaching staff (course holders), which have been chosen from the latest EMUNI network. Moreover, most of the EMS courses have two course holders or collaborators, one national, from Slovenia and one international, from the EuroMed Region, which is in line with the Slovenian Higher Education Internationalisation Strategy.

Thus, the final list of programme courses was prepared, where there is one obligatory and 13 elective courses, from which participants must choose one (total 12 ECTS), and is the following:

- EMS01 – Principles of the EuroMed Partnership (6 ECTS)
- EMS02 – Internationalization of Higher Education (6 ECTS)
- EMS03 – Euro-Mediterranean Economic Relations (6 ECTS)
- EMS04 – Security and Social Order (6 ECTS)
- EMS05 – Multicultural Societies (6 ECTS)
- EMS06 – Sustainable Tourism and Cultural Heritage (6 ECTS)
- EMS07 – Sustainable Development in the EuroMed Context (6 ECTS)

- EMS08 – Human Resource Management and Capacity Building in the EuroMed Region (6 ECTS)
- EMS09 – Digital Society (6 ECTS)
- EMS10 – Business Finance in the International Environment (6 ECTS)
- EMS11 – Creativity and Innovation in Entrepreneurship and Business (6 ECTS)
- EMS12 – Management and Leadership (6 ECTS)
- EMS13 – Marketing in Small and Medium Enterprises (6 ECTS)
- EMS14 – Healthy and Active Lifestyle (6 ECTS)

The programme was submitted for accreditation to NAKVIS on 4 December 2019.

Master’s study programme in North African and Middle Eastern Studies

The Master’s study programme in North African and Middle Eastern Studies (NAMES) is a 1-year programme, which is going to be implemented as a blended learning double degree programme in collaboration with Al Akhawayn University in Ifrane (AUI), Morocco. Students will attend one semester at EMUNI and one semester at AUI. It was adopted by the EMUNI Senate on 1 December 2018 for its notification to the National Agency for Quality Assurance (NAKVIS). In the past year, the notification documents were collected and prepared as follows:

Table 11: Notification documents for Master's study programme in North African and Middle Eastern Studies

<i>1. Application form</i>	Prepared
<i>2. Approval of AUI University's governance body to notify the programme in Slovenia by EMUNI University</i>	Defined in the Agreement for the implementation of the NAMES study programme
<i>3. Evidence of public validity of the programme in Morocco</i>	Acquired
<i>4. Evidence of accreditation of the Al Akhawayn University in Ifrane (AUI)</i>	Acquired
<i>5. Approval of the programme by the Senate of EMUNI University</i>	Acquired
<i>6. Positive opinion on the programme by at least one Slovenian Higher Education Institution which implements a comparable study programme by type of education, scope and content</i>	In progress at University of Nova Gorica (UNG); sent on 15 February 2019
<i>7. Course Syllabi compiled according to Slovenian template</i>	In progress; waiting for AUI's input
<i>8. Teachers' statements for collaboration in the programme</i>	In progress; waiting for teachers' feedback
<i>9. Employers' allowance for collaboration in the programme</i>	Acquired
<i>10. Agreement for the implementation of the NAMES study programme</i>	Discussed by the EMUNI CSSA and Senate; needs to be signed

The NAMES programme was to be submitted for its notification to NAKVIS by the end of 2019. Since we did not receive all the required documents from AUI and its teachers, the programme was not submitted for its notification by the end of the year 2019.

Euro-Mediterranean Postgraduate School

Establishment

The purpose of the establishment of the Euro-Mediterranean Postgraduate School (EMPoS) and terms of collaboration between EMUNI and the Science and Research Centre Koper (ZRS) were defined in the Agreement on the Academic Administration of the EMPoS on 28 March 2018. In 2019, several meetings were held to optimize its organizational structure and to find the best way for its establishment. Ultimately it was decided that EMPoS will be established as a sub-unit of EMUNI.

EMPoS Study Programmes

The two EMPoS study programmes are being prepared for their accreditation: the Master's study programme in Kinesiology of Human Performance and the PhD programme in Globalization, Migration and Cultural Pluralism. A group of experts from EMUNI and ZRS was formed to work on the content and accreditation documentation of the two study programmes to finalize them for the adoption at the next regular Senate session in April 2020. After the adoption of the programmes by the EMUNI Senate, the programmes will be submitted for accreditation internationally to an International Accreditation Agency or to the National Accreditation Agency (NAKVIS).

2.3 Other Education Activities

Summer School on Blue Growth in the Euro-Mediterranean Region 2019

In June 2019, EMUNI co-organised a summer school in cooperation with OGS and the financial support of the Ministry of Foreign Affairs (MFA). Out of the 5-day programme, EMUNI took over the organisation of 2 full days. Those 2 days and the entire summer school were evaluated extremely well by the students. EMUNI proposed the MFA to repeat the formula in 2020. Depending on the ad hoc funding, the summer school will be held in 2020. An application will be submitted for a Jean Monnet Module grant in February 2020, which if successful, will start in 2021.

Participants' Satisfaction with the Summer School on Blue Growth in the Euro-Mediterranean Region 2019:

Participants showed the highest satisfaction regarding event announcements, organiser's response to participants' needs, overall logistical organisation, field trip activities and daily workload, since more than 80% of the participants evaluated these items with the highest rate possible.

Additionally, when evaluating communication before the start of the Summer School, the overall scientific programme, scientific content of lectures/presentations, material and documentation, level of participation during the lessons, networking opportunities and overall

number of days of the Summer School participants received a great deal of satisfaction, since the majority of responders evaluated all the items with the highest rate possible.

The average rate of the evaluation of the lectures was 4.48 on a scale from 1 to 5, which shows a very positive opinion regarding the implementation of the lectures. The lowest average grade for lectures was 4.00, while the highest was 4.69.

Results show that participants were very satisfied with the lecture room, a little less with informatics tools and lunches in Slovenia. The most divided opinion and poorest results were received regarding residence and lunches in Trieste when evaluated.

Summer School on Health and Active Lifestyle 2019

The summer school Healthy and Active Lifestyle (HALS) was successfully implemented for the 2nd time from 15 to 21 July 2019, in cooperation with Science and Research Centre Koper (ZRS). There were 14 participants from 6 countries (mostly postgraduate MA and PhD students, and young researchers) and 18 professionals, higher education teachers and researchers from 5 countries, who gave lectures and workshops in the field of kinesiology, sports science and nutrition.

Participants' Satisfaction with the Summer School on Healthy and Active Lifestyle:

The evaluation of the aspects of organisation showed very high overall satisfaction among participants. All questions were evaluated at least with 50% with the highest rate possible (5).

The highest rate (5) was given to 75% or more on most questions. The participants were the most satisfied with communication before the start of the Summer School, with the organiser's response to a participant's needs, logistical information, didactic material and documentation provided, student-teacher interaction at the lectures and workshops, and finally, sports activities.

Approximately two-thirds of responders evaluated with the highest rate possible the questions regarding satisfaction of the lectures/presentations and content of the workshops.

Half of the responders evaluated the overall scientific programme and overall professional and practical programme with the highest grade possible.

Results on the evaluation of the lectures and workshops showed a great overall satisfaction, since the average rate of all lectures/workshops combined was 4.54 on a scale from 1 to 5. The highest rate (5) was awarded to the lecture *"The role of physical activity on brain structure, motor development and cognition in elderly"*. The lowest rate (3.33) was awarded to the lecture *"Contribution of Slovenia regions to the heritage of human food culture"*.

When asked about satisfaction of facilities (lecture/workshop rooms, IT support and internet connection, rooms at the Marine Biology Station, e-classroom, clearness of the overall objective and the evaluation either the programme over the 7 days matched that objective), results showed very high satisfaction, mostly evaluated with the highest scores “*excellent*” and “*very good*”.

Overall, all the aspects of the HALS Summer School received very good results, so it is worth considering the implementation of the summer school as a successful and good example.

2 RESEARCH, DEVELOPMENT AND PROJECTS

3.1 Research activity

Support to EMNES project

The Euro-Mediterranean Network for Economic Studies (EMNES) is a network of partners, associate research institutions and think tanks working on socio-economics in the Euro-Mediterranean. EMNES was co-funded by the European Commission – under Grant Contract N° ENPI/2014/354-488 and the EMNES Partners and Associates. EMNES was supported by 22 universities and research institutions from Algeria, Belgium, Canada, Egypt, France, Germany, Greece, Italy, Jordan, Morocco, Slovenia, Spain, Tunisia and Turkey. EMNES consists of a core team of 73 experts in all economic fields, including the members of the steering, associate and advisory committees, as well as the main EMNES researchers and fellows. Of them, 38 are women and most of the researchers and fellows are less than 40 years old. Between 2017 and 18, EMNES researchers produced 18 academic working papers and 2 complete studies, all related to the socio-economic developments of the Euro-Mediterranean Region.

The project, under implementation since March 2015, made significant progress in 2018. EMNES has evolved as a collaborative and innovative regional network of economic and policy research institutions from both shores of the Mediterranean. EMNES allows a younger generation of economists and policy experts to contribute to the economic policies of the Euro-Mediterranean region. Since its set-up, EMNES has produced 26 studies, working papers and policy notes that contribute to a renewed vision and models for socio-economic development in the Mediterranean region, mainly focusing on employment creation, social inclusion and sustainable development.

The EMNES research agenda is organized around the following seven mutually reinforcing and interconnected themes led by EMNES researchers:

1. Institutions and institutional reforms and their sequencing required to improve economic and political governance;
2. Private sector, micro, small and medium - sized enterprises development and entrepreneurship and social business;
3. Human capital development, education, innovation, skill mismatch and migration;
4. Macroeconomic policies and employment creation;

5. Labour markets, employment and employability;
6. Finance and the real economy;
7. Economic integration and inclusive economic liberalization policies

After four years, the EMNES project ended on 28 February 2019.

Conduct of research within EL-CSID project

In 2019, EMUNI continued to perform research activities and play a role as the work package leader in the project titled European Leadership in Cultural, Science and Innovation Diplomacy (EL-CSID), coordinated by Vrije Universiteit Brussels. In 2018, activities increased and the Project ended on 31 March 2019.

Implementation of ERC project

ERC = Science2, funded by the European Research Council (ERC) and coordinated by Science|Business, is a communication project aimed at broadening the ERC's popular and political support as widely as possible across Europe. In the previous 42 months, ERC = Science2 discussed the science performed within the framework of ERC grants and its cutting-edge variety that can capture the imagination, change the world and stimulate curiosity. To this end, the consortium will launch a novel communications campaign, including catchy content and easy to understand examples of cutting-edge research findings, that will be promoted and distributed across an unusually broad network of science and natural history museums, zoos and aquaria, universities and research organisations in Europe. Activities will involve innovative approaches for communicating science to children and teenagers through thought provoking and entertaining formats, as well as events tailored to reach out to young academics and researchers, such as science cafés, brown-bag lunches, and research speed-dating. During the lifespan of the project, more than 75 events were planned in many different countries and languages.

EMUNI's role in the project consists of the organisation and implementation of outreach events on campuses in Slovenia, Austria, Hungary, Greece, Serbia, Montenegro and Macedonia.

The project successfully ended on 31 March 2019.

<https://www.sciencesquared.eu/>

Project by the Slovenian Research Agency

A 2-year postdoctoral project, with the code Z5-8239 titled «The role of transnational private standards in environmental governance» started in 2017 and finished in July 2019. The project has sought synergies with the existing and new educational and policy activities at EMUNI. The project leader has gained a Start Up Action by BLUEMED titled LabMAF, that ensures the continuation of the themes of transnational standard-setting in fisheries by supporting the organisation of three events under an international consortium and the production of a

feasibility report on the implementation of a transnational scheme for the labelling of products by small-scale fishers.

Project LabMAF by Bluemed

Dr. Jerneja Penca was awarded a Start-up Action project titled LabMAF - Developing a labelling scheme for the Mediterranean Small-scale and artisanal fish products. The project started in January 2019 and finishes in July 2020. It allows for the financing of three meetings of the consortium and experts from the issue area.

3.2 Project activities

Cooperation in the development of a new Master's study programme in Smart Environment and Climate Change Management (SECCM) within the framework of the E+ CBHE project AdapTM

Since October 2017, EMUNI has been a partner in a project that aims to implement an interdisciplinary masters' degree study programme titled Smart Environment and Climate Change Management. The master contributes towards sustainable development and is based on building capacity in the field of emerging technologies in environment change management in a competency-based education system, in line with the Bologna Declaration. The development of a programme is a result of a successfully gained 3-year Erasmus+ project in a consortium of participating universities. In the academic year 2019/2020, the new study programme in Smart Environmental Management of Climate Change first started at Alexandria University, followed by the Arab Academy for Science, Technology and Maritime Transport, Suez Canal University and South Valley University in February 2020. The programme was also accredited at the University of Catania in Italy. The activities in the framework of the project will continue and EMUNI will seek to secure a role in the implementation of the programme.

Cooperation in the development of a new Master's study programme in Fisheries and Aquaculture in the Euro-Mediterranean Region within the framework of the E+ CBHE project FishAqu

The project is developing a Master's degree programme on Sustainable Management of Fisheries and Aquaculture (SMFA), primarily in Egypt. All participating organizations will modify the existing programmes in fisheries and aquaculture sciences, and bring them nearer to the newly developed programme (by implementing similar modules, developing specializations, starting similar MSc programmes or establishing a joint-degree). The project will also develop a joint-degree (MSc) among partners. The project started on 15 November 2019 and will run throughout 2020.

Implementation of MEDNICE project

In 2016, EMUNI was granted a new project called MED Programme Networks for an Innovative Cooperation in Energy Efficiency (MEDNICE) under the Interreg MED Programme. MEDNICE is one of the three Horizontal Projects approved for coordinating ten Modular Projects (MPs) under priority axis Energy Efficient Buildings. EMUNI's key role in the project is to ensure networking and community building between the different MPs and other stakeholders.

As one of the main tools for networking, three annual congresses are held throughout the duration of the three-year project.

<https://efficient-buildings.interreg-med.eu/>

Erasmus+ programmes

By the end of 2019, EMUNI signed several new Erasmus+ bilateral agreements with higher education institutions from partner countries. Bilateral agreements are the basis for participation in the Erasmus+ programmes and enable participation in projects, student exchange, staff mobility and other activities, related to upgrading the university curricula.

By mid 2019, 59 ERASMUS+ mobility flows were carried out by the Consortium (EMUNI University, University of Primorska and University of Maribor) and its Southern Mediterranean Partner Institutions. The completed project was a significant step in the involved institution's internationalization strategy as well as towards the creation of a common and coherent Euro-Mediterranean higher education and research area, representing the grounds on which the Euro-Mediterranean University (EMUNI) was established in 2008. Within this project, EMUNI performed in 2019 outgoing mobilities in Egypt, Lebanon, Tunis and Marocco and hosted (3) mobilities from Jordan and Israel.

In 2019, EMUNI started the new K107 mobility project (2019-1-SI01-K107-060269) and performed traineeship outgoing mobilities (3) in Egypt, Lebanon, and Tunisia. The main objective of the carried mobilities was to achieve new inter-institutional collaboration and the promotion of EMUNI University among students.

In 2019, EMUNI also carried out European mobilities within the project 2018-1-SI01-K103-046739. Seven training staff mobilities were conducted in the following countries: North Macedonia, Malta, Italy, Germany, and Portugal. One project in collaboration with the receiving institution was implemented during the Mobility in Aveiro, Portugal. Additionally, new inter-institutional agreements were signed within Programme Countries.

One teaching mobility was carried out in Italy by the EMUNI President at the University of Urbino Carlo Bo.

Two student traineeship mobilities were performed by EMUNI students in Italy and Germany. One resulted in a job offer from the company to a student.

In 2018, EMUNI applied for an Erasmus+ KA103 project (student and staff mobility with Erasmus+ Programme countries). In total, 14 mobilities were granted to EMUNI: 2 mobilities

for students for studies; 2 mobilities for students for traineeships, 4 mobilities for staff for teaching and 6 mobilities for staff for training.

3.3 Other research activities

Scientific journal IJEMS

The International Journal of Euro-Mediterranean Studies (IJEMS) represents an interdisciplinary contribution to the research of topics relevant to the Euro-Mediterranean region. IJEMS is an international journal aimed at promoting intercultural dialogue and exchange between social environments, facilitating human resource development and at ensuring a better mutual understanding of the broad field of the Euro-Mediterranean region. 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 ambition of the IJEMS is to become one of the key periodicals in regional affairs, of interest both to the scholarly and the academic community. The journal also enables EMUNI to be an outlet for the scientific-research accomplishments of teachers and researchers, who are cooperating with EMUNI, as well as of EMUNI students. Thus, the journal serves as an appropriate textbook for the courses of study programmes and professional upgrading of study programmes.

2 issues were published in 2019.

Annual conference

The EMUNI annual conference was held on 12 April 2019 in Barcelona, at the premises of the Union for the Mediterranean. The conference was jointly organized by EMUNI and the Union for the Mediterranean (UfM). It aimed to share insights on recent developments and initiatives related to the recognition of higher education qualifications in the Euro-Mediterranean region, identifying opportunities for moving forward in this area and shaping policy and operational recommendations for the future with a view to promoting closer Euro-Mediterranean regional cooperation in this area.

The conference targeted participants from the 43 UfM Member States with an interest in debating and advancing academic recognition issues through the exchange of knowledge, experiences and good practices among university rectors and senior academic representatives, national authorities and competent national bodies, intergovernmental and international organisations, experts, private sector and civil society representatives. A short report with photos from the conference can be found at

<https://emuni.si/emuni-ufm-conference-discusses-recognition-of-qualifications/>

Prior to the conference, EMUNI body meetings (Management Board, Senate and General Assembly) took place on 11 April 2019.

3 QUALITY ASSESMENT AND ASSURANCE - SELF EVALUATION

3.1 Education activities

Summary

Enrolments: In the Academic year 2018/2019 the number of enrolled students into the 1st study year (as well as the overall enrolment) was the highest since the beginning of the IBC programme. However, the total number of enrolled students (9) is still very low in comparison to the number of free places (30) for the IBC programme.

Transition between study years: In the Academic year 2018/2019, there was no transition of students from the 1st to the 2nd study year, nor from the 2nd to the graduation year, since the entire students' cohort 2017/2018 repeated (re-enrolled) the 1st study year.

Success in performing exams: The average grade for exams in the academic year 2018/2019 has increased by 17.7 % (from 7.27 to 8.56) after the lowest average grade achieved in the previous academic year 2017/2018, and was the highest compared to all previous academic years, which is encouraging.

Students' overall satisfaction with studies and their workload: The overall students' satisfaction with courses and teachers was mostly high. Regarding course organization, content and e-classrooms, the students' opinions were more divided. Students spent on average from 12 to 16 hours a week to fulfil the obligations of their course and acknowledged their level of knowledge after the course as "high", which is encouraging.

Graduations, Employability and Employment: There were three graduations in the Academic year 2017/2018 and none in 2018/2019. Since two out of three graduates responded to our evaluation questionnaires with their opinions on studies and knowledge gained at EMUNI being opposite, EMUNI is unable to draw any conclusions regarding this matter.

Students' Satisfaction with Courses and Teachers: The overall results of the analysis of students' satisfaction with courses and teachers were mostly positive, graded as "4 – agree" or "5 – totally agree". When asked about course organization, content and e-classrooms, the students' grades were a little lower with opinion divided on a scale from 2 to 4. For most courses students spent on average from 12 to 16 hours a week fulfilling the obligations of the course and acknowledged their level of knowledge after the course as "high".

Students' Satisfaction with EMUNI's Support: Four students evaluated the application period and 1st face-to-face period, while two students evaluated the 2nd face-to-face period. The results of the overall evaluation were rated higher in the 1st period. During both periods, students the most satisfied with the technical equipment of the classroom, the support of the EMUNI staff, accommodation, and logistical, organizational, and technical assistance during courses. They were the least satisfied with food, and the organization and functioning of the

e-classrooms. In the comments, students emphasized that Moodle is complicated, and assignments could have been shown in a more organised way. They also would appreciate higher subsistence, more practice, field visits, teamwork activities and workshops in the classes.

Graduates' Satisfaction with Studies at EMUNI: Two out of three graduates filled in the evaluation form. One of the graduates was generally satisfied with the studies at EMUNI, providing a very high rate, and was able to find a job in his field during his studies, remaining in the same organisation 6 and 12 months after graduation. Another student, however, stated that the knowledge gained from the studies at EMUNI was not useful and was unemployed on the day of graduation, which lasted 12 months following graduation.

Teaching Staff Evaluations:

Ten out of twelve teachers responded to the evaluation questionnaire. The evaluation of the information received before the start of the lectures was mostly graded as “3 – good” on a 3-level scale (“1 – poor”, “2 – sufficient”, “3 – good”).

The overall evaluation of the purpose/content, students, logistical and administrative aspects were mostly positive and graded as “good” or “excellent”, with not many suggestions for improvement. Teachers were the most satisfied with the collaboration with professional/administrative services and very satisfied when asked about the environment (location, classroom and supporting facilities), but one comment mentioned having too many on-line lectures were difficult to conduct.

For online distance teaching, teachers used a variety of teaching tools, but mostly video lectures, assignments, and other tools on the Moodle platform. In the teachers' opinion, the most effective online/distance teaching method was “Assignment through Moodle”, but also “Video lectures”, “Chat/forum through other platforms or apps”, “E-mails” and “Posting documents” were mentioned. They suggested having more face-to-face lectures, more homework reading and more assignments during the course should be given to students, while field visits needed to be organized to more well renowned and successful international companies with examples of good practice. They were also very satisfied with EMUNI's administrative staff, seeing them as very helpful and professional, while proposing more opportunities for communication with other lecturers in the same programme to coordinate course content.

Achievements, Shortcomings and Guidelines for Actions

The achievements:

- The number of enrolled students in the first study year was the highest compared to previous years.
- The average grade for exams increased and was the highest from the first cohort in 2014/2015.
- Students' overall satisfaction with the courses and teachers is positive, and the organizational and administrative support is ranked very high.
- Students' workload is appropriate.

- Students were the most satisfied with the technical equipment of the classroom, the support of the EMUNI staff, accommodation, logistical, organizational, and technical assistance during courses.
- Teaching staff were very satisfied with the professional/administrative staff, as well as with the working environment and facilities.
- Very well organized and implemented summer schools.

Identified weaknesses and shortcomings:

- Only one accredited study programme is being implemented, due to inability of EMUNI to accredit its own programmes. This problem persists since 2013 when EMUNI applied for accrediting two programmes and since then the Slovenian Agency for Quality Assurance in Higher Education (NAKVIS) is refusing to consider EMUNI's request. However, recently, EMUNI received a positive response from NAKVIS on its appeal and this issue might be solved in the near future.
- The number of enrolled students is still below the available places for enrolment in the IBC programme.
- Students enrolment is not uniform over the study years, ie. Sometimes it was decided not to enrol students in the first year due to lack of applicants, this is in line with the national regulations. Additionally, there has been poor transition of students to the second study year, which is also a consequence of a low number of enrolled students.
- Too little graduates per year, which is a consequence of a low number of enrolled students.
- Students were less satisfied with the organization and functioning of the e-classrooms.
- According to students' opinions, there was not enough practice (field visits, teamwork activities, workshops in the classes..etc).
- According to teachers' opinions, students' motivation and interaction during the online lectures/tutorials could be improved. There were also too many online lectures and not enough opportunities for teachers to communicate and coordinate with each other regarding course content.
- During the Summer Schools, there was not enough (free) time for visiting tourist attractions (probably due to tight schedules), the discussions were too long, the length of Summer School periods too short and students were not accommodated together in the same building or in close proximity.

Guidelines for future action:

- To accredit or notify more topical and attractive study programmes, since the formal issues with the Slovenian Quality Assurance Agency for Higher Education are being resolved.
- More students will be attracted with the following actions: a) with new, topical study programmes, b) through improved and targeted promotion activities of existing and new study programmes, oriented to the needs of the millennials and Generation Z (short video clips of alumni testimonies, presentation of teaching staff, study location and Slovenia etc. opening and also using EMUNI's YouTube Channel besides Social Media and the Website), c) by nominating a Task Force of Senate members, who will work on promotion together with EMUNI staff.
- EMUNI Administrative staff and IT services will in the future monitor students' satisfaction of IT equipment and functioning on a more regular basis. At every student meeting, students will be asked to report any issues they might be facing. In this way,

there will be more chances for improvement and adaptations to new/better approaches.

- EMUNI's Guidelines for Course Implementation will be improved/updated regarding the uniform structure and organization of the courses' e-classrooms while instructions will be sent to teachers on how to better organize their own course e-classrooms (assignments, Big Blue Button video lectures, pictures, documents, literature and other study materials).
- EMUNI will attempt to organize more practice, field visits, teamwork activities and workshops in the classes in collaboration with the teaching staff.
- A collaborative platform for teachers will be created with the existing possibilities and resources. An Academic Assembly will be established, and regular meetings will be organized. Synchronous online video lectures will be shortened, where teachers will give to students the general and most important principles of the course topics, following which they will use asynchronous online tools within the Moodle and Google online platforms to teach and guide students through the rest of the course content. More guided self-study will be also needed and demanded from students.
- Length of Summers Schools and proposed content of the courses will be taken into account when planning future Summer Schools. Information will be shared with co-organisers.
- Summers Schools will allow more free time and tourist visits, with less tight schedules. Discussions will be (better) mediated and all participants will try to be accommodated as close as possible to each other, preferably in the same building.
- The Education Department will devote more time to the promotion strategy and activities on social networks and invest more financial resources for the establishment of a better marketing strategy to attract more students and thus gain recognition among a younger target audience.

3.2 Research activity

The purpose of research activity at the Euro-Mediterranean University (EMUNI) is to perform research in areas relevant to the University's mission. Research work is conducted either by its own research staff or by academics from institutions belonging to the EMUNI network through research projects.

The EMUNI research group has 3 registered researchers, and 1 research FTE. Apart from those, other researchers from the EMUNI network are engaged in research under the contracts of civil law.

The key goal in research activity has been to bring to a successful end to the running projects and submit applications for new research projects, with the long-term goal being the increase of research activity and the number of employed researchers.

The following projects have been concluded:

- EMNES, 28 February 2019
- EL-CSID, 28 February 2019
- ERC2 = ScienceSquared , 31 March 2019
- The Role of Transnational Private Standards in Environmental Governance, 30th June 2019
- MED programme Networks for an Innovative Cooperation in Energy efficiency - MEDNICE, 31 October 2019

The following projects have been submitted for consideration:

- 1 to national funding (ARRS)
- 3 to European funding (Horizon2020)
- to regional funding (PRIMA)

The following projects have started:

- LabMAF - Developing a labelling scheme for Mediterranean small-scale and artisanal fish products (28 February 2019- 27 August 2020)
- Knowledge exchange in sustainable Fisheries management and Aquaculture in the Mediterranean region - FishAqu (15 November 2019-14 November 2020)

In 2019, no Master Theses were supervised. The supervision of Doctoral Theses is currently not offered at EMUNI University.

The active researchers have participated in scientific conferences, workshops, visiting lectures and policy meetings, as part of the science-policy interface.

EMUNI was the organiser of the following scientific meetings:

- “Mapping of initiatives and standards by small-scale fishers”, 15-16 May, Ljubljana (organiser)
- “Options for labelling small-scale fisheries in the Mediterranean”, 17-18 October 2019, Balamand University, Lebanon (organiser)
- “4th International Conference Ocean Governance for Sustainability”, COST Action OceanGov, 25-27 November, Piran (local co-organiser)

The national research database (SICRIS) lists 3 scientific articles of the researchers employed at EMUNI published in 2019.

3.3 Project activities

New Application for Jean Monnet

In 2019, EMUNI submitted two proposals under the Action Jean Monnet titled “Communicating for and about the EU & UfM” and “EU Youth and EUROMED”. The proposals were not selected for funding; however, the evaluation will serve as a good basis to further strengthening the proposal for a possible resubmission in the future.

Application for Erasmus+ programme

In 2019 EMUNI successfully submitted one application for Erasmus+ Knowledge Alliances titled: “Envisioning the Future of Teaching and Training for Creativity, Innovation and Entrepreneurship”.

VISION is a future-oriented and result-driven project that aims to advance European capacity and effectiveness in teaching and training creativity, innovation and entrepreneurship (CIE). These three areas are recognized as essential for the development and readiness of societies to address global challenges and uncertain labour markets, yet knowledge about their teaching and training is highly fragmented and ever-changing.

EMUNI is the coordinator of this two-year project, which started on 1 January 2020.

<https://emuni.si/projects/vision-project/>

Application for CBHE- Capacity Building in higher education

The “MEDiterranean countries: Towards Internationalisation at Home” addresses the process of the internationalisation of higher Education (IoHE) in Mediterranean countries, which requires immediate national and institutional response and joint action. Enabling national Higher Education (HE) bodies and Higher Education Institutions (HEIs) to strategically manage internationalisation in the provision of education, research, mobility and services is regarded to be the project’s overall objective and mainly underpins the Partner countries’ accountable and complementary role in EHEA and ERA.

EMUNI is the coordinator of the project. The project started on 1 January 2020 and runs until the end of 2023.

<https://emuni.si/projects/med2iah/>

New Application E+ CBHE project Cooperation in the development of a new Master’s study programme in Fisheries and Aquaculture in the Euro-Mediterranean Region within the framework of the FishAqu

The application was submitted in early 2019 by the University of Aveiro-Portugal with EMUNI in the role of partner.

EMUNI has an important leading role in the Preparation phase (analysis of labour market), Development (organization of workshop) and Dissemination & Exploitation (Marketing of the programme in Arabic countries).

The project will also develop a joint-degree (MSc) among partners.

The project started on 15 November 2019 and will run throughout 2020.

Cooperation in the development of a new Master’s study programme in Smart Environment and Climate Change Management (SECCM) within the framework of the E+ CBHE project AdapTM

Since October 2017, EMUNI has been a partner in a project that aims to implement an interdisciplinary masters’ degree study programme titled Smart Environment and Climate Change Management. The project is now in its final stages. In 2019, all Egyptian universities accredited the study programme, which is a great success for all partners on the AdapTM project.

Erasmus+ programmes

We conduct Erasmus+ mobility exchanges with the aim of becoming a vehicle for the rigorous implementation of our institutional strategy and wielding more strategic influence in the Euro-Med region, as well as ensuring that our cooperation activities lead to sustainable outcomes and that their impact benefits all involved partners.

The impact on mobility participants (staff working at both sending and receiving institutions):

- Increased awareness on intercultural aspects (traditions, values, and organizational matters), leading to reinforced willingness and abilities to co-operate
- Familiarity with Programme Country institutions' administrative procedures, including project-based and other forms of cooperation, academic affairs, research and development
- Enhanced skills necessary for the implementation of daily tasks in their home institution (e.g. improved language skills, transverse skills, and job-related competences, such as understanding EU funds aimed at implementing international projects, etc.)
- Increased inter-personal relations established with staff working at programme universities
- Improved capacities for international cooperation
- Increased capacity to carry out projects and/or develop new curricula in cooperation with higher education institutions with the EU and within its region
- The project clearly helped our students gain more European skills and experience, which they were then able to incorporate into their Master's in Intercultural Business Communication, as well as into the practical areas of their lives.
- Strengthened cooperation with Programme Country HEIs, particularly between departments benefiting from mobilities (educational affairs, projects, and international cooperation, human resources, IT, research and management)
- Staff with increased knowledge of the region via first-hand experience gained by working at programme HEIs and/or benefitting from diverse formal and non-formal activities.

With this project, EMUNI University has had several layers of successful outcomes in terms of development of competences, intercultural learning, increase of employability, new partnerships, new project applications and new study programmes that emerged due to the mobility visits. Furthermore, it helped the University to further develop European values, increased personal investment and benefits, not only for the mobility participants, but also for third parties too. As such, EMUNI managed to create more cohesive societies, understanding better the needs of the European educational systems, which gave several new perspectives on the internationalization of the involved institutions by providing opportunities for all.

Conclusion of MEDNICE project

In 2019, the third annual congress was held in Brussels, under the patronage of the European Economic and Social Committee. EMUNI was in charge of organising network sessions for the community.

The MEDNICE Project finished on 31 October. Partners decided to apply for a new MED Programme, while EMUNI decided to continue as an associated partner.

3.4 Provision of operating conditions

Personnel

As of December 31 2019, EMUNI had 7 employees, corresponding to 7 FTEs. With the existing very capable human resources capacity, EMUNI has successfully carried out all planned activities in the last year.

Financing

In 2019, EMUNI University had EUR 1,326,425.29 in revenues from public finances (MESS and EU projects), tuition fees and other sources of financing, which is EUR 739,521.08 more compared to the previous year of 2018. As is illustrated in the comparison table, the University successfully acquired new EU projects of significant value in 2019. The table highlights the inflows in the last five (5) years by source of funding. The largest part of inflows comes from EU projects, and the funds of the Republic of Slovenia represent about one third of all University revenues, or even less.

Table 12: Structure of revenues for the past five (5) years by sources of funding, by cash flow (in EUR).

Calendar year	Revenues from Public finances	MESS funds	Other funds from the EU buDGet (Other projects from the EU budget)	Other sources	Sales of goods and services on the market (tuition fees)	TOTAL AMOUNT
2015	€ 1.046.263,40	€ 200.000,00	€ 846.263,40	€ 15.234,72	€ -	€ 1.061.498,12
2016	€ 768.859,48	€ 209.250,00	€ 559.609,48	€ 25.000,00	€ 59.100,00	€ 852.959,48
2017	€ 398.867,90	€ 204.300,00	€ 194.567,90	€ 99.228,59	€ -	€ 498.096,49
2018	€ 382.557,00	€ 208.692,00	€ 173.865,00	€ 204.347,21	€ 3.000,00	€ 586.904,21
2019	€ 1.243.502,55	€ 220.480,00	€ 1.023.022,55	€ 79.068,74	€ 3.854,00	€ 1.326.425,29

Revenues from MESS sources by cash flow in the year 2019 are higher by the amount of EUR 11,788.00 or 5.65% than the funds received in 2018. Realized expenses from the MESS sources in 2019 are of the same amount, and therefore, EUR 11,788.00 higher than in 2018. The difference was due to an increase in revenues from the MESS sources, which was consequently followed by an increase in expenditures on all items. With the budget, EMUNI partially covered the activities of management and administration services of the University, and performed activities related to the preparation and implementation of study programmes, which were implemented in the academic year 2018/2019 and will be in 2019/2020.

Table 13: Summary of the Financial report for the MESS sources for the past five (5) years, by cash flow (in EUR).

Calendar year	MESS funds	Costs of material	Costs of services	Labour costs	Other costs	Difference between incomes and outgoings
2015	€ 200.000,00	€ 1.504,29	€ 47.783,96	€ 144.910,04	€ 5.801,71	€ -
2016	€ 209.250,00	€ 988,47	€ 42.071,87	€ 155.784,77	€ 10.404,89	€ -
2017	€ 204.300,00	€ 3.150,71	€ 52.033,50	€ 149.004,29	€ 111,50	€ -
2018	€ 208.692,00	€ 702,53	€ 39.713,72	€ 164.070,27	€ 4.205,48	€ -
2019	€ 220.480,00	€ 382,44	€ 24.020,13	€ 195.158,86	€ 918,57	€ -

Library and IT

Within the evaluation questionnaires, students are also asked to give opinions on satisfaction with technical equipment, the organization and functioning of the e-classroom and library. Regarding access to the library, students evaluated their overall satisfaction with 3 (on a scale from 1 to 5). They did not give extra comments or critiques. Since they have access to the library of the University of Primorska, along with other channels, we consider it a good source of data.

Students and professors were also asked to evaluate operating conditions and the efficiency of information systems. Both groups evaluated their satisfaction with IT tools between 3 and 4, on a scale from 1 to 5. After the first semester, students left comments that the e-classroom was a little complicated for usage. After the second semester, they gave better opinions. EMUNI administrative staff is supporting any issues the students might be facing. More frequent checks over IT satisfaction is planned during the students' meeting session, since the delivery of a high quality IT service is very important, due to a blended learning programme (face to face and online learning).

3.5 Other activities

Journalism – Scientific journal IJEMS

2 issues of the International Journal of Euro-Mediterranean Studies have been issued (June, December).

Annual conference

A central event of EMUNI's mission to foster intercultural dialogue across sectors is its annual conference. It was held in Barcelona on 12.4.2019 on the premises of the UfM in Barcelona. The conference targeted participants from the 43 UfM Member States with an interest in debating and advancing academic recognition issues through the exchange of knowledge, experiences and good practices – university rectors and senior academic representatives, national authorities and competent national bodies, intergovernmental and international organisations, experts, private sector and civil society representatives.

The conference fulfilled the purpose of evaluating the progress and outlining the obstacles with regards to the recognition of higher education qualifications in the Euro-Mediterranean region. The event gathered 73 participants, which is 7 less than in the previous year, when the conference was organised back to back with the 10th anniversary.

Monitoring and assuring the quality of education, research and student affairs

In the Academic year 2018/2019, EMUNI provided an evaluation of the implementation of the study programme Intercultural Business Communication from students and professors, as well as for two Summer Schools (Blue Growth, and Healthy and Active Lifestyle). The results and analysis of the evaluation questionnaire are described in the Quality Assurance Report on Education, which was discussed and revised by the Quality Assurance Commission of EMUNI University.

In general, EMUNI received very positive feedback from students and professors. Suggestions for improvement are taken into consideration for the implementation of the study programme/Summer Schools for the next year.

Additionally, EMUNI evaluated the satisfaction of EMUNI graduates, since in 2018 we had the first generation of IBC graduates. Their responses give important feedback on the employability of graduates of Intercultural Business Communication, and their overall satisfaction with the study programme.

In the process of monitoring quality assurance, EMUNI devised proposals for modifying the questionnaires for the upcoming generation, since it emerged that regarding certain points, the questionnaires proved to be too extensive and detailed.

Public relations

Public relations are an important factor for international recognition. The PR vision of EMUNI provides the University with a clear strategic focus for the future and articulates how the University aims to fulfil its vision of being a civic institution focused on research that addresses major societal challenges.

EMUNI's Public Relation strategy is designed to foster the conditions that will enable EMUNI to achieve its collective ambitions, ensuring its programs and projects are well placed to succeed in an the increasingly competitive and complex global market for higher education.

Regarding public relations activities, the contact media network was updated, and a PR report written following major events and media communication.

In 2019, we also developed a clear and consistent PR strategy that helped us reach the following goals: an increase in awareness and advocacy of EMUNI University among a range of target audiences and our own Network; a positive media profile nationally and internationally and the increased use of the website and social media.

Social media: We have discovered that using the Social Media platforms wisely brings us success in promoting our activities while giving us very little financial burden. With many people across the Euro-Mediterranean region actively using social media, it has been a low-cost way to share our stories and experiences. Various social media, like Twitter, Facebook, LinkedIn and Instagram has offered us a smart way to get our project news out to a wide range of audiences.

EMUNI Facebook: The 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 the 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. The EMUNI Facebook site has 4.200 followers, while the posts in 2019 got 415.927 impressions. (www.facebook.com/emuni.university).

EMUNI Twitter: The 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. In 2019, 1.621 posts were posted on Twitter which made 89.560 impressions. EMUNI Twitter has 650 direct followers. The Twitter address of EMUNI is twitter.com/emuni.

Promotional Publications: In 2019 the EMUNI produced the following electronic promotional publications:

1. E-Newsletter: throughout the year (online);
2. Intercultural Business Communication promotional material;
3. Blue Mission promotional material;
4. EMED promotional material.

Promotional publications are intended for both the target and wider public 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 10.000 recipients of e-publications in 2019, and the number of subscribers to the newsletter continues to grow.

3.6 Short / long term goals and evaluation of achievement

Long-term/strategic goals

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

Table 14: Long-term/strategic goals

Long-term/strategic goal	Measures (tasks) for achieving long-term goals	Name of the indicator/indicators	Indicator baseline value in 2019	Indicator target value in 2024
Pursue goals set in the development strategy of EMUNI 2019-2024	Continuation of analysing the past work at EMUNI, trends in the region, Slovenian and international area	Pursuit of EMUNI development strategy 2019-2024	YES	YES
	Consolidation of EMUNI (personnel and finances)	Consolidated EMUNI	YES	YES
To implement accredited and notified post-graduate study programmes	Defining topics/areas which are of interest for the Euro-Mediterranean region; defining partners who will co-operate in study programmes and projects; accreditation or notification, calls for enrollment, promotion, enrolment, implementation of post-graduate study programmes	Number of accredited/notified post-graduate study programmes; valid accreditation of study programmes	Accredited / notified programmes 0/3 Implementation of accredited / notified programmes 0/1	Accredited / notified progr. 4/6
To implement educational activities which complement EMUNI study programmes	Implementation of international summer schools	Number of summer schools	2	6
	Conclusion of bilateral Erasmus agreements	Number of Erasmus+ mobilities for study	2	8
		Number of Erasmus+ mobilities for traineeship	2	8

To strengthen and enrich EMUNI network	Consolidating cooperation with the network and seeking new competent members	Number of newcomers to the network	4	20
		Number of meetings of network members	1	8
To strengthen research work, related to education	Number of employed researchers in the EMUNI research unit	Number of employed researchers	3	6
	Habilitation of academic staff	Number of habilitated academic staff	Full-time/ contract: 3/15	Full-time/ contract: 6/30
	Preparation and applications to coordination and research projects	Number of granted projects	3	10
To issue the international scientific journal IJEMS	Continued issuing of the journal IJEMS	Number of journals issued annually	2	2
To improve personnel structure	Increase the number of employees at EMUNI for the support and development of activities	Number of employees	6	10
To achieve diversity in the financial resources structure	Obtaining various sources of financing for regular activities	Percentage of non-MESS resources in the total income mass	74%	55%

Short-term annual goals

The implemented work plan for the year 2019 is summarised in the table below.

Academic year 2018/19 lasts from 1 October 2018 until 30 September 2019 (Higher Education Act 32/2012-UPB7, Article 37).

Academic year 2019/20 lasts from 1 October 2019 until 30 September 2020 (Higher Education Act 32/2012-UPB7, Article 37).

Table 15: Education activities – short term goals

Short-term goals	Indicator baseline value in 2017/18	Indicator target value in 2018/19	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2019/20 (achieved value of the indicator)	Explanation of the differences
Accreditation / notification of postgraduate study programmes	0	1	Development and design of programmes, preparation of the necessary documentation, submission for accreditation / notification	0	The Master's study programme in North African and Middle Eastern Studies has not been submitted for its notification, because all documents have not been received yet.
Accreditation of the study programme for further training	0	1	Development and design of programmes, preparation of the necessary documentation, submission for accreditation / notification	1	The study programme for further training in Euro-Mediterranean Studies was submitted for its accreditation on 4 December 2019
Implementaton of study programmes for further training	1	1	Implementation of study programme for further training: "Euro-Mediterranean Innovation and Entrepreneurship Diploma"	0	Not enough applicants.
Implementation of Master's study programmes	1	1	Implementation of Master's study programmes: "Intercultural Business Communication"	1	/

No. of Students on the Master's study programmes	1 st study year (4) 2 nd study year (0) Graduate year (4)	1 st study year (9) 2 nd study year (0) Graduate year (1)	Students enrolled on Master's study programme: "Intercultural Business Communication"	1 st study year: (0) 2 nd study year (5) Graduate year (1)	Not enough applicants for the 1 st study year. Only 5 students passed from 1 st to 2 nd study year.
No. of Students on the study programmes for further training	6	0	Students enrolled on study programme for further training: "Euro-Mediterranean Innovation and Entrepreneurship Diploma"	5 (by 31 January 2020)	

Table 16: Establishment of the library-information system – short term

Long-term/strategic goal	Short-term goal for 2018	Measures (tasks), necessary for the realisation of the short-term goal	Name of the Indicator	Indicator baseline value (year and value)	Indicator target value in 2018	Planned source of financing
Implementation of international educational activity, which completes academic activities	Access to e-library	Acquire access to online bases	Access to online databases beyond open source formats	2018, NO	2019, NO	No sources, too expensive
	Access to an existing library	Access to a public library	Access granted and number	2018, YES	2019, YES	MESS
	Basic own library	Building up own basic library	Number of purchased publications (books, periodicals)	2018, NO	2019, NO	Other sources

Table 17: EMUNI labelled summer schools – short term goals

Short-term goal	Indicator baseline value in 2017/2018	Indicator target value in 2018/2019	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018/2019 (achieved value of the indicator)	Explanation of the differences
Migration and the Euro-Mediterranean Region	2016/2017, up to 15	2017/2018, up to 15	Implementation of a summer school	ACCOMPLISHED	/
Blue Mission Training Course	2016/2017, up to 15	2017/2018, up to 15	Implementation of a training course	ACCOMPLISHED	
Healthy and Active Lifestyle	8 Students	20 Students	Implementation of a summer school	14 Students	Six more students attended the HALS summer school than in 2017/2018, but not as planned. HALS SS is still receiving recognition.

Table 18: Erasmus+ programmes – short term goals

Short-term goal for 2019	Indicator baseline value (year and value)	Indicator target value in 2018	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018 (achived value of the indicator)	Explanation of the differences
Application of the Jean Monnet Module	2018, NO	2019, YES	Application of the professional upgrading study programme “Euro-Med. Studies”	NOT ACCOMPLISHED	It was not accepted
Application of the Jean Monnet Project	2018, YES	2019, YES	Application of the project to share knowledge about the EU integration process	NOT ACCOMPLISHED	Accepted proposal 2018 MED-HUB
Application of the project on Capacity building in the field of Higher education	2018, YES	2019, YES	Application of the project to enrich EMUNI network	ACCOMPLISHED: MED2IAH; Fishaqua	Did not apply
Application of the individual mobility	2018, YES	2019, YES	Application of individual mobility for students, professors and staff	ACCOMPLISHED, EMUNI applied for funding and the project was granted	KA107+103
Application of the project on Knowledges Alliances in the field of Higher education	2018, NO	2019, YES	EMUNI as coordinator in international project (Erasmus+)	ACCOMPLISH	

Table 19: Events, where EMUNI is a (co)organiser – short term goal

Short-term goal for 2020	Indicator baseline value (year and value)	Indicator target value in 2020	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018 (achieved value of the indicator)
Implementation of national and international events	2019,73	2020, 200	EMUNI annual conference, Barcelona	ACCOMPLISHED, over 200 participants
Implementation of Med-Hub Project	2019,3	2020,2	Implementation of foreseen project activities	ACCOMPLISHED, closing conference
Events organised in the framework of ERC project	n/a	2019,2	Implementation of foreseen project activities	ACCOMPLISHED, two stakeholder fora organised
EMUNI round tables	2019,2	2020,2		ACCOMPLISHED, the Annual Conference was co-organised by EMUNI
Activities, related to AdapTM Project	2019,1	2020,2	Implementation of foreseen project activities	

Table 20: Other international activities – short term goal

Short-term goal for 2019	Indicator baseline value (year and value)	Indicator target value in 2020	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018 (achieved value of the indicator)
Participating in meetings, events and representing EMUNI	2019, 4	2020, 5	Missions to Euro-Mediterranean institutions	ACCOMPLISHED
Participating in meetings, events and representing EMUNI	2019, 3	2020, 3	Missions to EU institutions	ACCOMPLISHED
Participating in meetings, events and representing EMUNI	2019, 4	2020, 4	Missions to National institutions	ACCOMPLISHED
Participating meetings, events representing EMUNI	2019, 6	2020, 6	Missions to other Mediterranean countries	ACCOMPLISHED

Table 21: Research – short term goal

Short-term goal for 2020	Indicator baseline value (year and value)	Indicator target value in 2019	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018 (achieved value of the indicator)
Conducting research within nationally funded project	2019, YES	2020, YES	The funding application to ARRS call for research projects approved	ACCOMPLISHED, the research work is in progress
Conducting research within international projects (Bluemed, PRIMA)	2019, YES	2020, YES	Implementation of the existing projects and successful applications for new ones	ACCOMPLISHED, the research work is in progress
Conducting research in EU projects	2019, NO	2020, YES	Implementation of the existing projects and successful applications for new ones	

Table 22: Scientific Journal IJEMS – short term goal

Short-term goal for 2020	Indicator baseline value (year and value)	Indicator target value in 2018	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018 (achieved value of the indicator)
To ensure the publication of IJEMS with 2 quality issues per year	2019, 2	2020, 2	Appointment of the new Managing Editor	ACCOMPLISHED, 2 issues of IJEMS were published

The evaluation of goals is a copy from the EMUNI Annual Report 2019.

Assessment of success in achieving objectives

The operation of EMUNI in 2019 was quite successful. The University managed to acquire three (3) new projects:

- One project from programme Knowledge Alliance “ Envisioning the Future of Teaching and Training for Creativity, Innovation and Entrepreneurship”.
- Two Capacity Building in Higher Education projects: “Mediterranean countries, Towards Internationalisation at Home” and “Knowledge exchange in sustainable Fisheries management and Aquaculture in the Mediterranean region”.

The Erasmus Mobility project on Higher education: student and staff mobility between Programme and Partner Countries was approved. As a result, EMUNI has mobilites with Egypt (3 incoming, 1 outgoing), Lebanon (3 incoming, 1 outgoing), Morocco (1 incoming, 1 outgoing), Israel (1 incoming, 1 outgoing), Jordan and Tunis (1 incoming, 1 outgoing).

As part of the planned study activities, all the set objectives were carried out according to the work programme – EMUNI organized a training course on blue growth named “Blue Mission,” co-financed by MFA and MESP of RS.

Improper or unexpected effects of the implementation

The year 2019 was marked with many projects, activities and events. However, EMUNI faced direct and indirect financial challenges. Indirect challenges were related to the workload - working hard to secure new EU funds, which could improve financial conditions and provide new impetus for the further development of EMUNI. The direct challenges were related to a modest budget for operational costs allocated to EMUNI by the Ministry of Education, Science and Sports and also the delay in receiving some project funds in 2019.

Success assessment in comparison with previous years

EMUNI’s growth in success, compared to previous years is derived from:

- In 2018, 28 members of EMUNI General Assembly paid membership fees, which granted them the privilege to become Members of the Inner Circle of the EMUNI General Assembly.
- Having two successfully running education programmes: “Euro-Mediterranean Innovation and Entrepreneurship Diploma” (IEP) and “Intercultural Business Communication” (IBC), including a summer course on blue growth named “Blue Mission”.
- Signing a consortium agreement with Primorska University and Maribor University for staff mobility.
- Finally, a new intake of IBC students.
- The success was even more significant due to limitations, which EMUNI University confronted, including lack of human resources and shortage of finances for its purposes.

- In 2019, the tie with our Inner Circle members became stronger. The same members as in the previous year are now paying the fees while new potential members are interested in joining the Network.
- The two educational programmes “Euro-Mediterranean Entrepreneurship Diploma” (EMED) and “Intercultural Business Communication” (IBC) saw a rise in the number of applications and students.

Review of the efficiency of operations

In assessing the effectiveness of operations with respect to defined standards, criteria and measures to improve the efficiency and quality of operations, EMUNI derives 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.

EMUNI disposes with public funds from 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 field. EMUNI operates with public funds in accordance with the criteria and standards set for the use of funds by the Ministry of Education, Science and Sport. EMUNI fully complies with the principles of economy and efficiency of operations in relation to funds.

Assessment of business effects of higher education institutions on other areas

EMUNI is one of the most important projects of the Union for the Mediterranean. It focuses on bringing together universities, research institutions, research centres and centres 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 President of EMUNI has defined sustainable development, entrepreneurship, innovation and management of higher education as priority areas. These topics are integrated into the context of EMUNI summer schools/courses, developing study programmes, research, collaboration projects, participation at events and staff mobility. In all these activities, attention is paid to the horizontal priority of fostering Euro-Mediterranean intercultural dialogue. Regarding the personnel mobility programme, the process of intercultural exchange is receiving positive impact on both sides, host and guest institutions.

A new channel for spreading positive impact was established in 2019 with the launch of several Erasmus+ traineeships by our students. EMUNI Students had placements in Germany (1 student at MCM Sport Management Company), (2 students at the Charity NGO Capoeira4Refugees) and Italy (1 student at Disco’o’Clock in Trieste). All the traineeships have been very positively evaluated by both the hosting institutions and the participating students.

EMUNI is constantly re-evaluating its priority areas and re-aligning them with the policy currents, including those of the Union for the Mediterranean and international policy community, but also those of businesses. In the year 2020, EMUNI will continue to contribute to the creation of a single, integrated Euro-Mediterranean higher education, science and research area. EMUNI already serves as a centre for the creation of institutional networks, as well as exchange of students and projects in the Euro-Mediterranean region.