



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

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Self-Evaluation Report 2020

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Adopted by:

EMUNI Senate at its 41st session on 14. September 2021

Piran, February 2021

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1 ORGANIZATIONAL CONTENT

1.1 Introduction

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

EMUNI can implement study activities within all study areas classified in accordance with the international classification ISCED (UNESCO, 1997). With regards to educational activities, EMUNI organises programmes which are accredited at the partner universities in Slovenia and other partner countries of EMUNI, as well as its own degree programmes and courses (PhD, Master's degrees, summer schools, postgraduate training or professional upgrading diplomas). The research at the University can be conducted in any area as classified in the international classification Frascati (UNESCO, 2002). Finally, EMUNI organises interactive policy, scientific and networking events (annual conference, General Assembly meetings, project-based events...etc.) which contribute to the intercultural dialogue in the Mediterranean, science diplomacy, in addition to tackling the priority areas of the Union for the Mediterranean through its educational and research activities.

1.2 EMUNI Development Strategy 2019-2024

Vision

By means of the powerful tools of Higher Education, Research & Innovation, EMUNI aspires to contribute to sustainable development, peace & prosperity of the Euro-Mediterranean region.

Mission

Established as an international organisation, EMUNI acts as a powerful force to bridge the shores of the Mediterranean. As such, EMUNI seeks to become:

- A reference University conducting quality study programmes and state-of-the-art research in fields of high relevance, serving the Euro-Mediterranean interests and challenges.
- A Committed & dynamic network of diverse Euro-Med HE & research institutions
- An Inclusive platform for inter-cultural dialogue & science diplomacy in the Euro-Med region

Institutional Goals

1. **Rebuilding** EMUNI Image, faith and academic recognition (**International Centre of Excellence**, academic, cultural & political dimensions)
2. Ensuring sustainable and diversity of funding sources (**Sustainability & Diversity of Funding Sources**)
3. Consolidating and strengthening the EMUNI network & inner circle institutions (**Reinforcing EMUNI Network**)
4. **Attracting quality students from around the Mediterranean**

5. **Attracting accomplished & young promising academic staff members** to cooperate with & work at EMUNI
6. **Fostering relationships & partnerships** with Slovenian government., international and multi-national organisations & other stakeholders
7. Developing an attractive & productive working environment (**Stimulating Working Environment**)

Objectives

1. Enhancing EMUNI's communication and outreach with the network members, partners and other stakeholders;
2. Promoting EMUNI educational programmes among target groups;
3. Pursuing support of EMUNI by Slovenian Govt. Institutions;
4. Developing quality educational Programmes;
5. Accrediting EMUNI's own educational programmes and certificates;
6. Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities;
7. Reinforcing the links/forging stronger partnerships with the EMUNI network, especially with Inner Circle Institutions (ICIs);
8. Rectifying EMUNI's status as an International Organisation;
9. Diversifying sources of funding for the EMUNI's activities;
10. Providing Euro-Mediterranean policy makers with evidence enabling them to make informed decisions in priority policy areas;
11. Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy;
12. Enhancing the working environment at EMUNI with a view to developing ownership of staff and attracting qualified and competent international staff;
13. Advancing and promoting sustainable development in the Euro-Mediterranean.

In April 2019, the EMUNI General Assembly endorsed the new strategy 2019-2024 as presented by the President. The Strategy document was scheduled for endorsement during the April 2020 General Assembly session in Morocco. However, the ongoing Covid-19 global health crisis forced the the General Assembly to be postponed at a later date, once the Covid-19 crisis subsides.

The effects of the Covid-19 pandemic on the organisation of educational and research activities, the consequent drive for digital transformation, and other challenges posed by the crisis, prompted EMUNI to adapt its strategy to tackle such challenges. Changes are needed to weather new environmental and market needs as well as geopolitical shifts directly or indirectly correlated with Covid-19.

1.3 Organisational structure of EMUNI

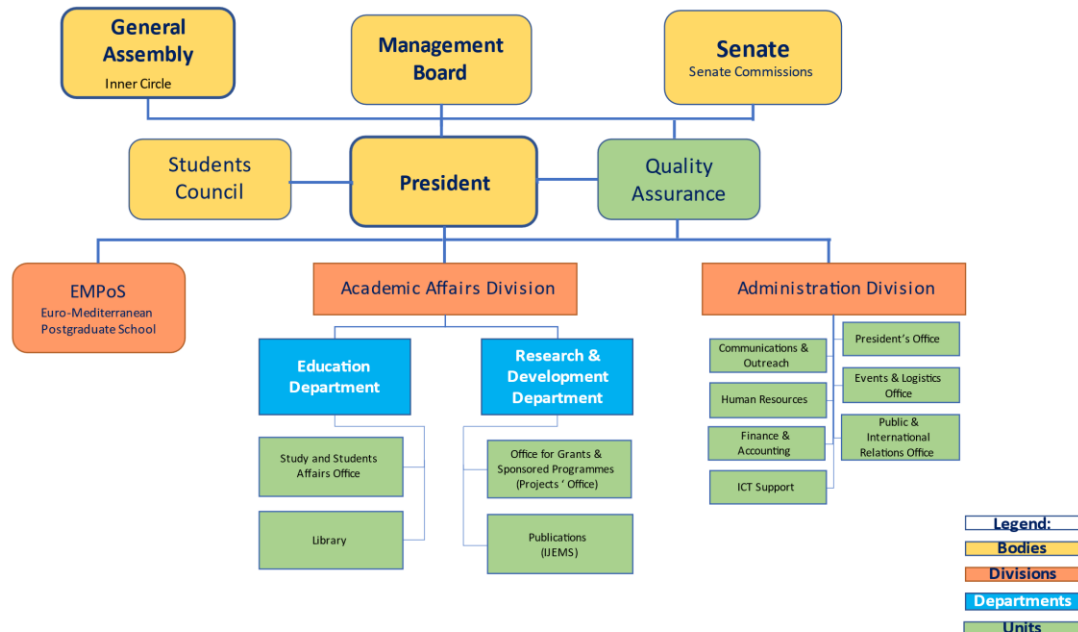


Figure 1: EMUNI Organigram

This figure demonstrates the dependence and interaction between the different bodies, divisions, departments and units of the university. It reflects the current institutional functions (not necessarily corresponding to the number of employees, but their assigned tasks), while accounting for the future expansion of the Institution.

1.4 University Bodies and its Sessions in 2020

EMUNI has the following bodies:

- General Assembly (GA).
- Management Board (MB).
- Senate.
- President of the University.
- Student's Council (SC).

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, in general once a year to discuss general policies and guidelines for the operation of the University. Each signatory of the Foundation Charter has one member at the General Assembly.

Table 1: Chairing of the GA

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	×	×
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	×
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 held on 11 February 2015.

* In 2016 the General Assembly was held on 11 May 2016.

* In 2017 the General Assembly was held on 5 April 2017.

* In 2018 the General Assembly was held on 20 Jun 2018.

* In 2019 the General Assembly was held on 11 April 2019.

* In 2020 the General Assembly was postponed due to COVID-19.

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 and published on its website.

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 elected/appointed at the General Assembly on 12 April 2019 (Barcelona, Spain):

1. Prof. Dr. Michèle Gendreau-Massaloux, France (Chairperson)
2. Prof. Dr. Rado Pišot, Slovenia
3. Prof. Dr. Hassan Nadir Kheirallah, Egypt
4. Prof. Dr. Giuseppe Cataldi, Italy
5. Prof. Dr. Mouïñ Hamzé, Lebanon
6. Prof. Dr. Moustapha Bousmina, Morocco (Euro-Mediterranean University of Fes representative)
7. Mr João Lobo (UfM representative)
8. Ms. Darinka Vrečko, Slovenia (Slovenian Government representative)
9. Dr. Jerneja Penca, Slovenia (Employees representative)
10. Mr. Haytham Sendi, Tunis (Student's representative)
11. Ambassador Hatem Atallah, Tunisia. Member of the general interest public
12. Dr. Chris Soler. Member of the general interest public. He resigned in October 2020 (replacement appointment in progress)
13. Member of the general interest public (appointment in progress)

The Management Board appointed Prof. Dr. 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, which is responsible for considering all the academic areas of work, study and research of the 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 2020 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. Dr. Mouïin Hamzé, Lebanon
- 15) H. E. Mr. Hatem Atallah, Tunisia
- 16) Alaa Almir, EMUNI University (student), Syria
- 17) Huthayfa Assi, EMUNI University (student), Palestine
- 18) Mohammed Abdessamed Abdelbassit Laimeche EMUNI University (student), Algeria
- 19) Salmen Sahtout, EMUNI University (student), Tunisia
- 20) Management Board representative (to be nominated)

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. The President is the representative of the management and expert bodies and legal representative of the 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 for changes of the existing rules and proposals for new rules in the field of education,
- Discussing the 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 Nehal Nassef, Egypt

The Students' representative was nominated by the Students Council on 19 November 2020.

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 into a title, for the re-appointment into a title or for the appointment into 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. Arafeh, 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 quality monitoring, assessing and assuring of the University as a whole and of its study programmes, research, artistic and professional activities;
- Examination and evaluation of the proposals of indicators, criteria and procedures for the monitoring of the efficiency in the 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 at Euro-Mediterranean University.

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

1. Prof. Dr. Hassan Nadir Kheirallah, Egypt (Chairperson)
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia
4. Assist. Prof. Dr. Mitja Gerževič, Slovenia
5. Student Alaa Almir, Syria

The Students' representative was nominated by the Students' Council on 19 November 2020.

Students' Council

On 19 November 2020, in compliance with the EMUNI Statute, all students enrolled in study programmes at EMUNI University elected five representatives to serve on the EMUNI Student Council for a term of one year or until the expiry of the student status. The members of the Council are:

1. Imad Nemili (Chair of the Student Council), Morocco
2. Nehal Nasef (Vice-Chair of the Student Council), Egypt
3. Alaa Almir, Syria
4. Huthayfa Assi, Palestine
5. Salmen Sahtout, Tunisia

The Students' Council nominated its representatives for the Management Board on 28 March 2020, and for the Senate and its Commissions on 19 November 2020 as follows:

- Management Board: Haythem Sendi (term expires on 27 March 2021)
- Senate: Alaa Almir (Syria), Huthayfa Assi (Palestine), Mohammed Abdessamed Abdelbassit Laimeche (Algeria), Salmen Sahtout (Tunisia). Their term ends on 18 November 2021
- Commission for Student and Study Affairs: Nehal Nasef (Egypt)
- Quality Assurance Commission: Alaa Almir (Syria)

EMUNI legal representatives 2008-2020

1. Joseph Mifsud (President): 26 November 2008 - 31 August 2012.
2. Laris Gaiser (Acting President): 1 September 2012 - 31 March 2013.
3. Prof. Dr. Dušan Lesjak (Acting 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 2020:

Sessions of the EMUNI Management Board

- 48th Management Board correspondence session was held between 20 February 2020 and 24 February 2020.
- 49th Management Board online session was held on 9 April 2020.
- 50th Management Board online session was held on 24 November 2020.

Sessions of the EMUNI Senate

- 35th Senate correspondence session was held from 24 to 27 February 2020.
- 36th Senate online conference session was held on 21 April 2020.
- 37th Senate online conference session was held on 22 June 2020.
- 38th Senate online conference session was held on 29 September 2020.

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

- CSSA online conference session was held from 9 April 2020.
- CSSA online conference session was held from 19 June 2020.
- CSSA online conference session was held on 16 September 2020.
- CSSA online conference session was held on 2 October 2020.
- CSSA online conference session was held on 26 October 2020.
- CSSA online conference session was held on 10 December 2020.
- CSSA online conference session was held on 24 December 2020.

Sessions of the EMUNI Habilitation Commission (HC)

- 6th HC correspondence session was held from 29 January to 5 February 2020.

Sessions of the EMUNI Quality Assurance Commission (QAC)

- QAC online conference session was held on 17 to 18 June 2020.

Sessions of the EMUNI Student Council (SC)

- SC correspondence session was held on 20 to 25 March 2020.
- SC online conference session was held on 19 November 2020.

1.5 Provision of operating conditions

Personnel

As of 31 December 2020, EMUNI had 7 employees corresponding to 6.6 FTEs. From October 2020, EMUNI hired an additional employee through a mentoring programme for young unemployed candidates. The project was funded by the Employment Service of Slovenia. After a successful training program, the trainee will be employed by EMUNI for a definite period, the employment will be co-financed by the Republic of Slovenia and the European Union from the European Social Fund.

Table 2: List of employees by job position and organisation unit

Job Position	Organisation Unit	31 DEC 2020	Type of Contract	Source of Financing 2020
President of EMUNI	President of EMUNI	1	Contract of employment	MESS, other sources
Administrative assistant / manager	International Cooperation Unit/ Research Unit / Office for sponsored programmes	1	Contract of employment	MESS, other sources
Administrative assistant / manager	Education & Research	3	Contract of employment	MESS, other sources
Administrative assistant / manager	HR, General Affairs, Legal	1	Contract of employment	MESS, other sources
Administrative assistant / manager	Administration and Finance	1	Contract of employment	MESS, other sources
TOTAL employees		7		

Table 3: List of other contractors

Job Position / Field of work	Area	Type of Contract	Source of Financing 2020
Project Experts	FishAqua	Authorial work contract	Project Funds
Lecturers	Study prog. IBC	Authorial work contract, Co-operation contract	Tuition fees, Projects
External Experts	MPA	Co-operation contract	Other sources

Financing

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. All Statement of revenues and expenditures with the accrual principle are available on our webpage:

<https://emuni.si/about-emuni/documents/>

Financing - Structure of revenues for the past six (6) years by source of financing, by Cash Flow Method (in EUR)

In determining the revenues of the calendar period, EMUNI University keeps records based on accrual principle of accounting and on the Method "Cash Flow", as follows:

Table 4: Structure of revenues for the past six (6) years by source of financing, by Cash Flow Method (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	589.904,21
2019	1.243.502,55	220.480,00	1.023.022,55	79.068,74	3.854,00	1.326.425,29
2020	405.493,53	250.000,00	155.493,53	100.970,81	1.291,00	507.755,34

- In 2020, EMUNI University had EUR 507.755,34 in revenues from Public finances (MESS and EU projects), Tuition fees and Other sources of financing, which is EUR 818.669,95 less compared to the previous year 2019. The table illustrates the inflows in the last six (6) years by source of funds. The largest part of inflows in 2020 comes from MESS sources, EU projects and the Other sources.

Financing - Structure of the Total expenditures/outgoings by source of financing (by Cash Flow Method)

Table 5: Structure of the Total expenditures/outgoings for the year 2018 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2018	TOTAL	MESS funds	EU funds, Tuition fees and Other sources
TOTAL INCOMES	589.904,21	208.692,00	381.212,21
TOTAL COSTS	681.672,08	208.692,00	472.980,08
COST OF MATERIAL	5.309,04	702,53	4.606,51
COST OF SERVICES	379.713,06	39.713,72	339.999,34
Activity costs	13.631,53	2.635,23	10.996,30
Investments and rents	28.831,40	18.000,00	10.831,40
Bank account and Insurance	6.453,17	381,36	6.071,81
Communality and transportation	47.837,74	822,12	47.015,62
Intellectual service	30.725,90	5.259,85	25.466,05
Business travel	37.299,44	4.906,99	32.392,45
Authorial work, Single task contract and Project partner's payments	103.034,19	4.425,69	98.608,50
Other services	111.899,69	3.282,48	108.617,21
LABOR COSTS	284.041,34	164.070,27	119.971,07
OTHER COSTS	12.608,64	4.205,48	8.403,16

- In the year 2018, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 589.904,21.

64,6% of the funds we received from the EU, Tuition fees and Other sources, the remaining 35,4% of the funds came from MESS sources.

The funds were mainly used to cover the Costs of Services (55,7%), Labor Costs (41,7) and the remaining was distributed between Costs of material and Other Costs (2,6%).

Table 6: Structure of the Total expenditures/outgoings for the year 2019 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2019	TOTAL	MESS funds	EU funds, Tuition fees and Other sources
TOTAL INCOMES	1.326.425,29	220.480,00	1.105.945,29
TOTAL COSTS	740.421,91	220.480,00	519.941,91
COST OF MATERIAL	6.054,05	382,44	5.671,61
COST OF SERVICES	411.813,66	24.020,13	387.793,53
Activity costs	13.320,84	1.604,08	-
Investments and rents	29.495,58	18.000,00	11.495,58
Bank account and Insurance	7.205,05	-	7.205,05
Communality and transportation	18.903,07	-	-
Intellectual service	28.709,70	2.548,71	26.160,49
Business travel	49.232,00	527,88	48.704,12
Authorial work, Single task contract and Project partner's payments	197.181,24	774,48	196.406,75
Other services	67.766,18	564,98	67.201,20
LABOR COSTS	309.806,87	195.158,86	114.648,01
OTHER COSTS	12.747,33	918,57	11.828,76

- In the year 2019, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 1.326.425,29.

83,4% of the funds we received from the EU, Tuition fees and Other sources, the remaining 16,6% of the funds came from MESS sources.

The funds were mainly used to cover the Costs of Services (55,6%), Labor Costs (41,8) and the remaining was distributed between Costs of material and Other Costs (2,6%).

Table 7: Structure of the Total expenditures/outgoings for the year 2020 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2020	TOTAL	MESS funds	EU funds, Tuition fees and Other sources
TOTAL INCOMES	507.755,34	250.000,00	257.755,34
TOTAL COSTS	854.954,83	250.000,00	604.954,83
COST OF MATERIAL	6.554,20	2.833,07	3.721,13
COST OF SERVICES	552.513,67	33.320,94	519.192,73
Activity costs	5.607,51	2.954,26	2.653,25
Investments and rents	28.200,00	18.000,00	10.200,00
Bank account and Insurance	7.980,32	605,03	7.375,29
Communality and transportation	4.108,32	1.087,44	3.020,88
Intellectual service	18.988,59	5.943,40	13.045,19
Business travel	23.119,97	2.683,56	20.436,41
Authorial work, Single task contract and Project partner's payments	445.474,57	-	445.474,57
Other services	19.034,39	2.047,25	16.987,14
LABOR COSTS	288.161,82	211.425,63	76.736,19
OTHER COSTS	7.725,14	2.420,36	5.304,78

- In the year 2020, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 507.755,34.

50,8% of the funds we received from the EU, Tuition fees and Other sources, the remaining 49,2% of the funds came from MESS sources.

The funds were mainly used to cover the Costs of Services (64,6%), Labor Costs (33,7) and the remaining was distributed between Costs of material and Other Costs (1,7%).

Legend:

COST OF MATERIAL includes utilities (electricity), cost of professional and other literature, office supplies, other supplies.

COST OF SERVICE includes

- A. ACTIVITY COSTS: postal service, landline and mobile phones, other activity costs
- B. INVESTMENTS AND RENTS: regular maintenance and rental costs
- C. BANK ACCOUNT COSTS AND INSURANCE: cost of insurance premiums, bank accounts costs
- D. COMMUNALITY AND TRANSPORTATION: communality costs and transportation services costs
- E. INTELLECTUAL SERVICES: registration fees for events, staff training, health service, IT services, accounting company costs
- F. BUSINESS TRAVEL: daily allowances, mileage, accommodations, costs of parking, tolls, other business costs
- G. AUTHORIAL WORK AND SINGLE CONTRACTS: Authorial work and Single task contracts, partner payments
- H. OTHER SERVICES: conference and other big events, food and beverage, printing costs, promotional material and advertising, administrative and other work, students work, cleaning, representative costs and other services

LABOR COSTS includes: Gross Salaries, Salary substitution, food and transportation to work costs, holiday allowance, Employer contribution (2nd Gross)

OTHER COSTS includes: taxes, costs of Study programmes, etc.

Library and ICT activities

EMUNI offers its main library facilities through partnership with ZRS Koper and University of Primorska. EMUNI provides students as well with access to the library Srečko Vilhar in Koper.

Due to the 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, EMUNI has clustered the online free databases into a mini e-library available on the EMUNI e-classroom.

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

EMUNI has access to the plagiarism software the use of which is required from all mentors in the process of revision and evaluation of students' writing and also from the editor of the EMUNI journal, IJEMS.

Main tasks and goals of the IT unit are defined by the 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.

Premises and equipment

EMUNI rents the Palazzo Trevisini in Piran since 2016 and an office in Jable Castle in Ljubljana as well. The premises in Piran, spread over four floors, include lecture rooms, offices, server room, conference rooms, meeting room and all the necessary space and equipment for study-related activities. It is furnished with modern ICT connections and equipment to support study and research activities.

1.6 Public Engagement and Societal Cooperation

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. It articulates how we aim to fulfil our vision of being a civic university focused on research and addressing major societal challenges.

EMUNI regularly informs the public about important events through its website and social media. In addition, communication is established through public engagement in the activities of the University (roundtable discussions, press conferences, science events, etc.). Public engagement is particularly intense at the time of EMUNI events (EMUNI conferences, meetings and guest visits, agreements on common projects), sessions of the bodies of EMUNI University, at other major events and at the beginning of the academic year. In 2020 EMUNI continued to inform the public about its activities and events and the contact details of EMUNI's network were updated and a communication strategy was developed. This enabled a clear and consistent PR strategy that helped achieve the following goals: an increased awareness and advocacy of EMUNI University among a range of target audience, including its network; a positive media profile, nationally and internationally; and the increased access to the website and social media platforms.

It was obvious that using the Social Media platforms wisely brings success in promoting EMUNI's activities while posing a small financial burden. With many people across the Euro-Mediterranean region actively using social media, it has been a low-cost means to share the institution's stories and experiences. Various social media platforms, such as Facebook, LinkedIn, Twitter and Instagram have been used to disseminate projects' news to a wide range of audiences.

The EMUNI Facebook page complements its website. Much of the 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 delivered as a link to EMUNI website sections or project websites. The EMUNI Facebook site has 4.408 followers, while the posts in 2020 got 457.998 impressions. (www.facebook.com/emuni.university).

The EMUNI LinkedIn page also elaborates upon news items from the EMUNI webpage and is a tool used for publishing articles relevant to the themes of the University's activities. The LinkedIn page has 617 followers, having gained 127 new followers in 2020.

The EMUNI Twitter account supplements the existing EMUNI website. Twitter is being used to deliver news to subscribers through published links. In 2020, 149 tweets were posted on Twitter, which made 61,072 impressions. EMUNI Twitter has 722 direct followers. The Twitter address of EMUNI is: twitter.com/emuni.

The EMUNI Instagram account acts more as a visual platform, showcasing images of the University's activities, projects and students. The Instagram account has 307 followers.

In 2020, 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.

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 facilitate maximum coverage. There were nearly 2000 recipients of e-publications in 2019, and the number of subscribers to the newsletter continues to grow. In 2020 we continued to inform the public about activities and events at EMUNI University. With regard to public relations activities, the contact network media was updated, and media communication campaigns were executed following major events.

1.7 Quality assessment and assurance

Quality of the educational activities are monitored and analysed prior, during and after implementation. The latter assessment is carried out by integrating feedback on the activities from students and teachers. (in the process of planning), during (in the process of implementation) and after (with the feedback from students and teachers) the activities.

Following deliberation with members of the Quality Assurance Commission concrete actions to improve quality assurance were proposed and have been implemented.

The EMUNI Quality Assurance Commission is one of the EMUNI Senate commissions in charge of monitoring and assuring the quality of the EMUNI's activities. Its competencies feature 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' workload and satisfaction are monitored through the processing of the evaluation questionnaires, which are submitted on a yearly basis, and through focus group meetings, when necessary. .

The Quality assurance report on education, includes, along with the analysis of questionnaires for the academic year 2019-20, a report on students' and teachers' evaluations of each individual course. In addition, it also reflects the organisational support given by EMUNI staff before, during and after the implemented activities; the compliance between course objectives and the performed teaching and learning outcomes; students' satisfaction with course delivery and teacher's work, as well as with the online platform. Finally, the report features the students' subjective evaluation on the workload needed to pass the exams as well as suggestions for improvements addressed to the teachers. teachers.

The data received from the evaluation questionnaire acts as basis and guideline for planning, implementation, and improvement of further 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 for the planning of the following academic period.

In 2020, in addition to individual assessment/conversation between the EMUNI President and the EMUNI employees, also an anonymous evaluation questionnaire on satisfaction was performed. The results are shown in the Quality assurance report on education with the analysis of questionnaires, which was discussed at the Quality Assurance Commission session on 9 February 2021.

In 2020, a new Quality Manual was prepared and discussed at the Quality Assurance Commission session on 9 February 2021.

The Quality Assurance Manual of the EMUNI University determines the quality system and quality assurance procedures and instruments at the Euro-Mediterranean University. It also inspires policies and procedures that ensure and enhance the quality of the university's activities and the effectiveness of its operations. The Quality Manual is relevant to academic and non-academic staff as well as for students. With its statement of essential principles, the Manual represents a policy implementation handbook and it is both a regulatory and an advisory document.

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

The Quality Assurance Manual determines data collection methods and record keeping in the areas crucial for EMUNI. Continuous and systematic monitoring of these areas is functional to identifying strengths and weaknesses in its operations, which subsequently serve as a stepping stone for further improvement.

2 EDUCATION

2.1 Study programmes in implementation

One of the main activities of the EMUNI University is education at postgraduate level. This entails an organisation-wide commitment to the optimization of the study activities to attract new students and fill enrolment places; the management of the enrolment process; the implementation of study programmes and support for students and higher education teachers; the continuous improvement of existing study programmes; the development of new 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 2019/2020 and 2020/2021 are being discussed, while in the provided figures even longitudinal data from previous academic years are presented.

The evaluation of the organisational support and logistics during the 1st and the exceptional face-to-face periods were performed. In total, from 2 to 5 out of 6 students and 10 out of 12 teachers filled in the evaluation questionnaires.

The report was examined by and discussed between the Quality Assurance Commission, President of EMUNI University and the Coordinator of Study Programmes and Study Affairs.

The quality of the education activities was discussed in depth by the Quality Assurance Commission at its session on 9 February 2021 and documented in the Quality Assurance Report on Education with the Analysis of the Questionnaires 2019/2020. Based on this, concrete improvements in the quality assurance actions have been proposed and considered in this document. Below are the short summaries of evaluation questionnaires results.

Master's study programme Intercultural Business Communication (IBC)

In the academic year 2019/2020 EMUNI provided the evaluation of implementation of the study programme Intercultural Business Communication from students and professors. The results and analysis of the evaluation questionnaire are described in the Quality Assurance Report on Education, which was discussed and revised in the Quality Assurance Commission of EMUNI University. Suggestions for improvement are taken into consideration for the implementation of the study programme/Summer Schools for the next year. In 2020 evaluation questionnaires were in part modified due to changed implementation because of COVID-19 crisis (for instance, instead of evaluating premisses, students were asked about their satisfaction with e-learning environment, adaptation to 100% online semester etc.)

Enrolment

Academic Year 2019/2020

1st Study Year: In the Academic year 2019/2020 two candidates, one from Tunisia and one from Egypt, applied for enrolment into the 1st Study Year. Therefore, with only two applicants the President of EMUNI University decided that it is 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 into the 2nd Study Year and were thus enrolled in the 2nd Study Year of the IBC programme.

Academic Year 2020/2021

1st Study Year: For the academic year 2020/21 we received 22 applications, from which 10 students meet the conditions for enrolment and successfully enrolled to the 1st year of study.

2nd Study Year: No students were enrolled into the 2nd Study Year, since in academic year 2019/20 we did not run the 1st year of the programme.

Graduate Year: By 30 September 2020 four students from the 2018/2019 cohort enrolled into the Graduate Year and one student from the 2017/2018 cohort had his student status extended upon the decision of the CSSA.

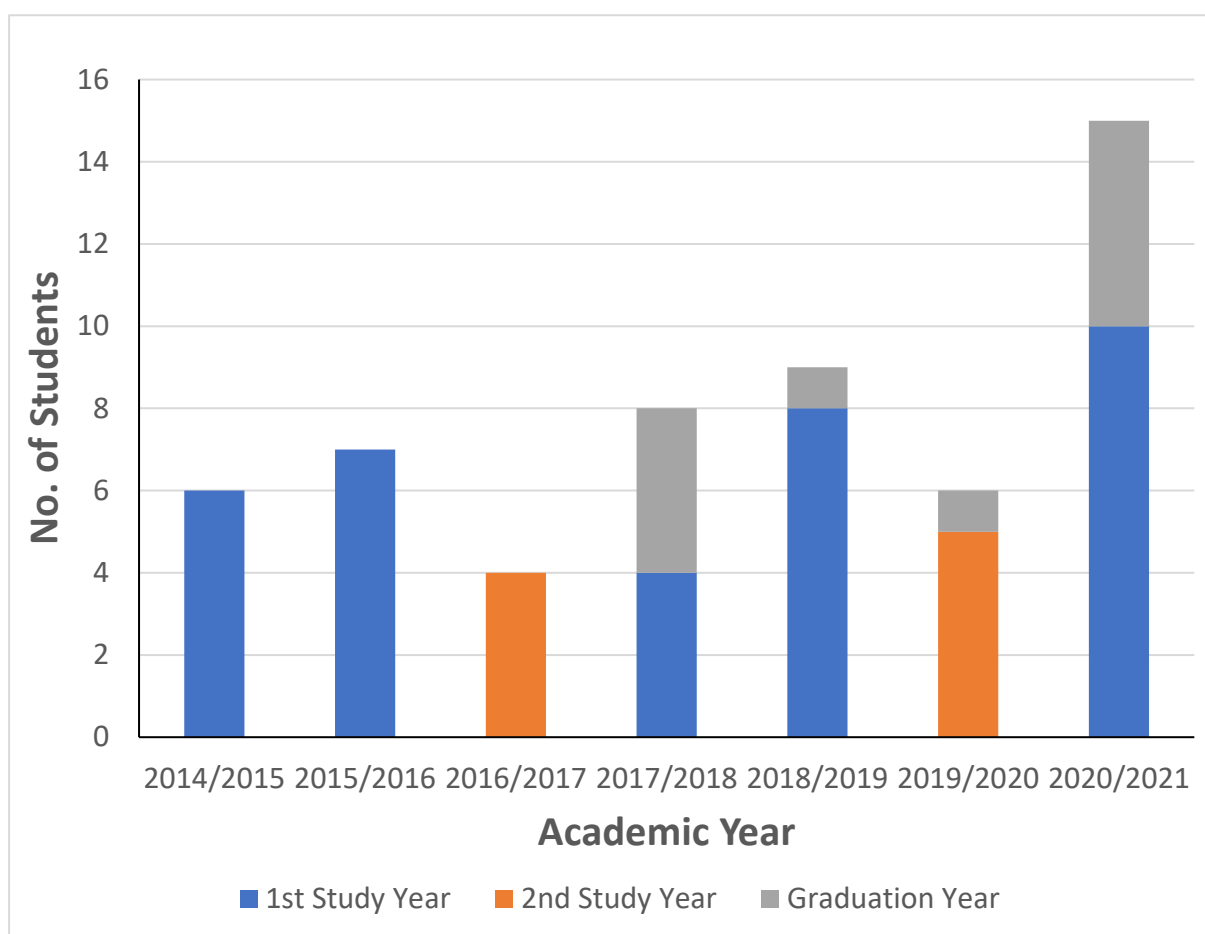


Figure 2: Number of IBC students enrolled

Course delivery

Academic Year 2019/2020

In the Academic year 2019/2020 the 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 assist students in delivering their Master's Thesis Proposals).

From 23 December 2019 to 5 March 2020 the online distance learning followed, with the 1st exam period from 20 January to 2 February 2020. Due to COVID-19 crisis the 2nd face-to-face period from 6 March 2020 to 26 April 2020 was cancelled and the face-to-face sessions were held online until 7 June 2020. In this period the following courses started/continued: English Language II, Italian Language II, IT Abilities for Business, Cultural Anthropology and Research Methodology in Social Sciences. The 2nd and 3rd exam periods were organized from 8 to 28 June 2020 and 31 August 2020 to 20 September 2020, respectively.

Academic Year 2020/2021

In the Academic Year 2020/2021 only one 4-week face-to-face period at EMUNI was foreseen for the IBC programme due to COVID-19 crisis. If the circumstances allow, the face-to-face period will be implemented in April 2021, while most of the programme (75-85%) is planned to be held online.

The study programme started on 19 October 2020 with the first online courses of History of the Global Socio-Economic Processes and English Language I, followed by the Italian Language I, English Culture and Academic Writing Skills and Basics of Research (the latter is not part of the curriculum but reasonably assist students in delivering their Master's Thesis proposals). The latter three started in November 2020. The Intercultural Negotiations started in January 2021, followed by Internet Marketing in February 2021 and finally the Italian Culture, is foreseen to start in April 2021.

There were three Exam Periods foreseen in the Academic year 2020/2021. The first one from 28 December 2020 to 10 January 2021, the second one from 14 June 2021 to 11 July 2021 and the third one from 23 August 2021 to 19 September 2021.

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.

Table 8: Number of students passing from 1st to 2nd study year and from 2nd study year to the graduation year per Academic Year on IBC programme

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
2020/2021	0	5

In the academic year 2019/20 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, passed their exams, but dropped out from the programme before the start of the 2nd face-to-face period without further explanation. In addition, 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 rather than 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, which was already put in place for the intake of 1st study year for the academic year 2020/21. This was implemented through individual personal interviews with each of the students before their enrolment.

In the academic year 2020/21 all five students transitioned from the 2nd to the Graduate year.

Since there was no enrolment in the 1st study year of the previous Academic year 2019/20, there was no transition from 1st to 2nd study year in 2020. As a corrective measure, EMUNI decided to better promote the programme in an attempt to enrol more students in the following academic year. This objective was achieved by enrolling 10 students in the academic year 2020/21.

Success in performing exams

Success in performing the exams was measured by 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 2019/2020 (Table 7). Data shows that the average grade at the exams in the Academic Year 2019/2020 is almost the same as in previous year, with a slight decrease. The average grade is considered only when students took the exams.

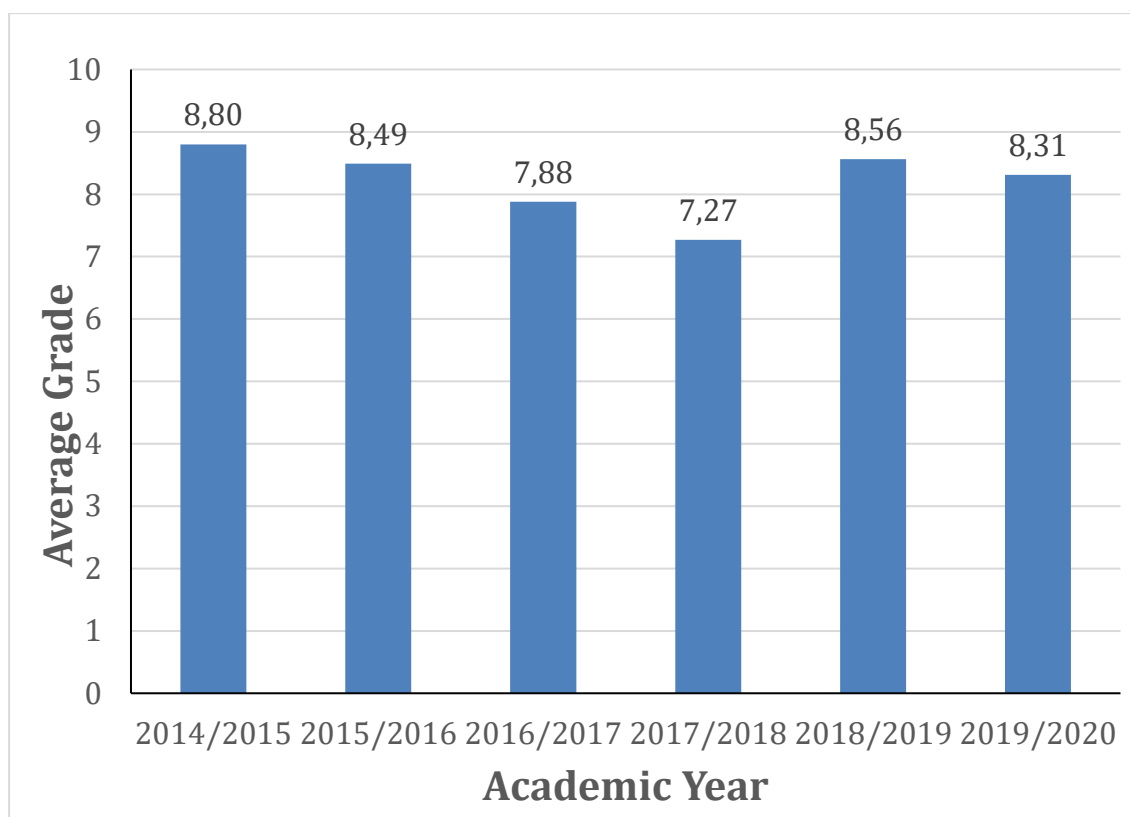


Figure 3: IBC Average Grade per Academic Year

Table 9: Average grade per course in the Academic year 2019/2020

No	Course	AVG Grade
1	Foreign Language A - English Language 2	7,00
2	Foreign Language B - Italian Language 2	6,67
3	Internet Marketing	8,40
4	Internationalization Strategies	10,00
5	Information Technology Abilities for Business	7,80
6	Cultural Anthropology	10,00

As evident from table 9, the average grades of the Internationalisation Strategies and Cultural Anthropology courses were the highest (average grade = 10.00), while the Italian Language 2 course was the one with the lowest (average grade = 6.67). This presented quite a discrepancy in the average grades among courses and brought to question the reason for such high grading in these two courses. Feedback from the academic faculty involved in teaching these courses indicated that this was due to the excellent performance of students. This issue was discussed in the QA Commission whose members expressed concern whether the students were being objectively evaluated in these two courses. After discussing all possible explanations for this discrepancy, it was decided that EMUNI should better communicate with the academic faculty its

evaluation guidelines and criteria to be inline with realistic expectations and better reflect the distinction in performance of the various students.

As corrective measures, EMUNI will update its Evaluation Methodologies, communicated them with the academic faculty and organised a meeting with the new and existing faculty before the start of the academic year 2020/2021 to discuss implementing evaluation methodologies which better reflect the comparative performance of students.

Additionally, corrective measures addressing the lower average grades for the English and Italian Language have been implemented. EMUNI has taken steps to adapt the teaching methodology, update the didactic material and recruit new teaching staff for both courses with the aim of ensuring quality standards and raising the average overall grades for the new cohort of students in 2020.

Graduations

There were 3 graduations in the Academic year 2017/2018 and none in 2018/2019 and 2019/20 for the Master's study programme in Intercultural Business Communication.

Students' overall satisfaction with the studies and their workload:

Students' feedback on courses and teachers was mostly positive. Regarding the courses' organization, content and e-classrooms the students' opinions were better than in the previous year. For most of the courses, students spent on average from 12 to 16 hours a week to fulfil their obligations, which was evaluated by the students as "appropriate".

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". Students were the most satisfied with teacher excellency in the field, organisation of the courses and the teacher's feedback.

Students' Satisfaction with EMUNI's Support:

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. They were the least satisfied with the possibilities of free-time activities. Covid-19 restrictions impacted the possibilities of free time activities, on which, however we could not estimate the impact.

Teaching Staff Evaluations:

Teachers were overall very satisfied with the implementation of their courses. A special attention must be given on student's motivation on performing study obligations and the support in case of disruptions during virtual learning.

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

Enrolment

In the Academic year 2019/2020 this non-degree study programme for further training in Euro-Mediterranean Innovation and Entrepreneurship Diploma (EMIED) was not implemented due to the COVID-19 crisis, since it requires the physical presence of the students.

In the Academic year 2020/2021, EMUNI is still exploring the possibility of conducting the programme depending on the travel and other restrictions related to the pandemic.

2.2 Study programmes under development

Study programme for further training in Euro-Mediterranean Studies

This non-degree 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 from NAKVIS the decision of rejection of the EMS programme. On 21 May 2018 EMUNI replied with an appeal to NAKVIS' 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 from 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 omitted 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 applied also 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 Curriculum was prepared, consisting of one obligatory and 13 elective courses, of which participants must choose one (total 12 ECTS).

The updated EMS programme was adopted by the EMUNI Senate at its 34th session on 18 October 2019 and submitted for its accreditation to NAKVIS on 4 December 2019. Upon NAKVIS' request, the programme was withdrawn and resubmitted for its accreditation on 20 November 2020. Most probably the programme will be accredited by the end of 2021 and thus, it will be offered in the next Academic year 2022/2023.

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

Notification

NAMES is a 1-year Master's study programme, which was adopted by the EMUNI Senate on 1 December 2018 and submitted for its notification to the National Agency for Quality Assurance (NAKVIS) on 17 December 2020. It is expected that the programme will be accredited by September 2021.

Implementation and enrolments

The programme is going to be implemented as a dual degree, blended learning programme in collaboration with Al Akhawayn University in Ifrane (AUI), Morocco. The students are expected to follow one semester at EMUNI University in Slovenia and one semester at AUI University in Morocco. The first students are going to be enrolled in the next Academic year 2021/2022.

Master's in Public Administration in the Post-Crisis Era (MPA)

EMUNI, in partnership with a leading online education provider, Wiley, and a social enterprise, e-Learn Africa, developed a new study programme, titled "Master of Public Administration in the Post-Crisis Era". The programme harnesses the latest knowledge of online teaching and cutting-edge technology and will be offered entirely online as part-time study. The 60-ECTS, competence-based programme is designed to be of relevance to those seeking quality online education to improve their knowledge and advance their careers in various sectors related to public administration, particularly to those from across the Mediterranean region and the African continent.

Implementation and enrolments

The first module of the programme was developed by the course holders and the learning design team and will start in the second semester of 2021. The first candidates have already submitted their applications and, if eligible, will be invited to enrol.

Euro-Mediterranean Postgraduate School

Establishment

The Euro-Mediterranean Postgraduate School (EMPoS) was established as a sub-unit of EMUNI University in collaboration with Science and Research Centre Koper. The intent of its establishment and terms of collaboration were defined in the Agreement on the Academic Administration of the Euro-Mediterranean Postgraduate School on 28 March 2018.

EMPoS Study Programmes

The first two programmes of the EMPoS, one Master programme and one PhD programme were developed, adopted by the EMUNI Senate in 2020 and submitted for accreditation in November and December 2020. The intention is to offer at least one study programme in the Academic year 2021/2022.

Master's study programme in Kinesiology of Human Performance (KHP)

Accreditation

KHP is a 2-year master's study programme, which was developed in collaboration with the Science and Research Centre Koper and adopted by the EMUNI Senate at its 35th session on 27 February 2020 and amended on its 37th session on 22 June 2020. It was submitted for its accreditation to the NAKVIS on 9 December 2020.

Implementation and enrolments

The programme is going to be implemented under the framework of the Euro-Mediterranean Postgraduate School in the Academic year 2021/2022. A minimum of 8 enrolled part-time students will be needed to run the programme.

Doctoral study programme in Globalization, Cultural Pluralism and Modern Societies (GCPMS)

Accreditation

GCPMS is a 3-year doctoral study programme, which was developed in collaboration with the Science and Research Centre Koper and adopted by the EMUNI Senate at its 38th session on 29 September 2020. It was submitted for its accreditation to the NAKVIS on 20 November 2020.

Implementation and enrolments

The programme is going to be implemented under the framework of the Euro-Mediterranean Postgraduate School, probably starting in the Academic year 2022/2023. A minimum of 5 enrolled part-time students will be needed to run the programme.

2.3 Other Education Activities

Summer School on Blue Growth in the Euro-Mediterranean Region

The preparations for the Blue Economy summer school were well underway in April 2020 but had to be cancelled due to the extraordinary circumstances related to the Covid-19 pandemic, especially relating to travel restrictions and lock-downs.

As a reward to EMUNI's efforts to seek funding for its summer schools, an application for co-financing scheme for Blue economy summer schools was submitted as a Jean Monnet module in early 2020. The proposal was accepted by The Jean Monnet Programme, therefore funding for a summer school under the title "the Blue Economy and Sustainability - the EU and the Mediterranean" will be provided for the upcoming 3 years (<https://emuni.si/projects/blue-economy-summer-school/>).

The next edition of the summer school is thus foreseen for 2021, June 7-11.

Summer school on Healthy and Active Lifestyle

In 2020 the summer school Healthy and Active Lifestyle (HALS) was not implemented due to lack of human resources as well as due to COVID-19 crisis.

3. RESEARCH, DEVELOPMENT AND PROJECTS

3.1 Research activity

Project by the Slovenian Research Agency

Dr. Jerneja Penca was awarded a 3-year project titled “Evaluating environmental and sustainability transformation”, funded by the Slovenian Research Agency. The project is led by Jerneja Penca, as the PI, and 2 researchers from the Faculty of Social Sciences of the University of Ljubljana.

The project will run from 1. 9. 2020 until 31. 8. 2023.

More information at <https://emuni.si/projects/evaluating-environmental-and-sustainability-transformation/>.

Project LabMAF by Bluemed

At the end of December, Dr. Jerneja Penca concluded the project LabMAF, financed by the Bluemed Start up call 2018. All the information on the project is available at a dedicated website www.labmaf.eu and www.labmaf.com.

The project will be presented at the Final conference of the Bluemed initiative on 24. 2. 2021.

3.2 Project's activities

Erasmus+ programmes

EMUNI was the owner of the Erasmus+ Charter for Higher Education in the previous programming period.

In May 2020, applications were open for a new programme period, and EMUNI application has been positively evaluated and our institution will be awarded the “ERASMUS CHARTER FOR HIGHER EDUCATION 2021-2027” quality certificate.

In October 2020 EMUNI celebrated Erasmus Days by organising four online events, from which two of them were for the purpose of the promotion of Erasmus+ Mobility KA103 and KA107. First event “Coffee with EMUNI on Erasmus days” was prepared mainly for the EMUNI staff and partner countries representatives, and the second one was organised for a new cohort of EMUNI students.

Event connected to the project “Internationalisation at home in the Mediterranean region”, is successfully organized, 13 panellists from various Mediterranean institutions attracted the attention of 96 participants.

The event “What will the Future of Teaching for Innovation look like?”, brings together all partners from the VISION project and many experts from the field of Innovation, Entrepreneurship and Creativity, 52 participants follow this event.

Erasmus+ JMM “Establishing EMUNI Knowledge Hub on Euro-Mediterranean Studies-MEDHUB”

The Project was born out of the acknowledgement that the Euro-Mediterranean region is strategic for the EU in historical terms and in current socio-political context. The latter dimension has been made particularly visible (and politicised) in the past years through the issues of migration, security and violent extremism. There is a strong need for a broad and interdisciplinary understanding of the Euro-Med region, as well as ongoing engagement with it – by academics, policy-makers and youth.

The project was implemented through the organisation of 7 events: an opening conference to set the direction, 5 workshops each with its specific thematic focus and a closing conference to capitalize on the joint findings. Each of the events involved policy-makers, academia, civil society representatives and the youth, from very diverse disciplines. Multi-channel dissemination was ensured during the entire course of the project.

The events resulted in rich discussions across various profiles and networking, and written reports containing recommendations regarding curricula-building & policy-making, related to the specific themes. The events additionally led to submissions to the International Journal of Euro-Mediterranean Studies, spin-off cooperation among participants (incl. concrete project applications), a network of stakeholders, built around individual themes (of the events), and helped to strengthen two study programmes.

The Project was successfully finished and reported to the European Commission.

Erasmus+ KA2 CBHE "Cooperation in the development of a new Master's study programme in Smart Environment and Climate Change Management (SECCM) in the framework of the E+ CBHE project - AdapTM"

Since October 2017 EMUNI has been a partner in the 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 environmental change management in a competency-based education system, in line with the Bologna Declaration. The development of this programme is a result of a successfully bid to a 3-year Erasmus+ project as part of a consortium with other participating universities.

In the Academic year 2019/2020 the new study programme in Smart Environmental Management of Climate Change (SEMCC) has first started at Alexandria University, followed by 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.

In the Academic year 2020/2021 a new cohort of students were enrolled in the 1st study year and the 19/20 cohort continued to the 2nd study year at partner universities in Egypt.

Due to COVID-19 crisis, staff and student mobilities were not implemented. Because of this, the project and its activities have been prolonged until 15 July 2021.

The activities in the framework of the project will continue in 2021 and EMUNI will seek to secure a role in the implementation of the programme.

Erasmus+ KA2 CBHE "Cooperation in the development of a new Master's study programme in Fisheries and Aquaculture in the Euro-Mediterranean Region in the framework of the E+ CBHE project- FishAqua"

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, by developing specializations, by starting the similar MSc programmes or by 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.

In 2020 the work focussed on co-creating the curriculum for the master programme, through a number of workshops that took place both face to face and online. By the end of 2020, the curriculum were finalised and the programme approved by the Egyptian authorities.

More information about the project is available: <http://fishaqu.eu/>.

Erasmus+ KA2 CBHE” MEDiterranean countries: Towards Internationalisation at Home - MED2IAH”

The “MEDiterranean countries: “Towards Internationalisation at Home” is addressed on the process of internationalisation of higher Education (IoHE) in Mediterranean countries as the one that 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 are regarded to be the project’s overall objective and the main underpinning of Partner countries’ accountable and complementary role in EHEA and ERA.

Due to the Covid 19 crisis, unfortunately, we did not have the opportunity to organize the planned kick-off meeting of the partners physically. The same situation is with the planned Opening conference and the planned field visit of the south Mediterranean partners.

But even in difficult times, other project activities went according to plan, with a two-month delay. The MED2IaH Launching Conference is organized back-to-back with PIC International conference (organized by the Pegaso International Malta and the UNESCO Chair in Bioethics, the European Centre for Bioethics and Quality of Life).

One of the main documents from the project is IaH Country profile reports, preparation is now in the final phase and will soon be publicly available.

More information about the project is available on the: <https://med2iah.eu/>.

EMUNI is the coordinator of the MED2IaH project. Project started on 15 January 2020 and runs until 14 January of 2023.

Erasmus+ KA2 KA “Envisioning the Future of Teaching and Training for Creativity, Innovation and Entrepreneurship - VISION”

VISION aims to advance Europe’s capacity and effectiveness in teaching and training for creativity, innovation and entrepreneurship (CIE).

In the first year of VISION partners achieved all the set results. The project started with work on a Need Analysis Strategic document. The goal of the strategic area needs analysis was to extend preliminary needs analysis related to each area, to identify current initiatives (state of the art), and to explore gaps. After preparing the Common Ground and Exploring the Field, VISION engages with stakeholders and experts. With clear vision, transparent instructions and set methodology,

we collected more than planned 130 interviews of experts from different fields of CIE, combining the knowledge of academia and industry has resulted in the best selection of outputs.

Throughout the first year of the project EMUNI organised eight Immersive Workshops, more than 121 participants attended the workshops. The main aim of these workshops was to discuss some preliminary findings; find explanations and adjust the focus of the area. The summary of the workshops was prepared by the project leaders and published in the Initial VISION report.

Before the end of the year three public Journals Paper were published.

As a consequence of COVID-19, the inability to travel led to the decision to hold Consortium meetings in the first year online instead of in person in Spain.

The project enters the phase of reporting, preparation of articles, presentations of achieved results and publication of the VISION book.

Additionally, in the first year of the project, the wider community was informed about the project through continuous updates on the project's website (the website had 915 unique wives and 1492 total visits) and various events. Such events included the annual ISPIM Innovation Conference (26 attendees) or ERASMUS days (52 people registered) or Webinar organised by EMUNI (57 attendees). Additionally, the audience was informed about the project activities also through the "Partners newsletter".

More information about the project is available on the: <https://www.vision-project.org/>.

The project will run until the 31 December 2021.

Erasmus+ Mobility for Staff and Students KA103 and KA107

In 2020 EMUNI applied for an Erasmus+ KA107 project between programme and partner countries. In total, 33 incoming and outgoing mobilities were granted to EMUNI in August 2020. Eligible countries for mobilities within the project are Egypt, Algeria, Lebanon, Morocco and Tunisia.

By the end 2020 EMUNI has signed one new Erasmus+ bilateral agreement with a higher education institution from partner countries. The institution is already a close collaborator of EMUNI on the project Med2lah. One inter-institutional agreement between programme countries was signed in 2020 with a new member of EMUNI Inner Circle.

Therefore, a renewal and digitalisation of inter institutional agreements is planned for 2021.

Two students conducted a 2-month traineeships mobilities in early 2020 in Berlin, Germany and during the same period, one student conducted a 5-months study mobility at I.U.L.M. in Milano, Italy. All three student mobilities in 2020 were successful. Reports on students' mobilities are a part of the Quality Assurance report on Education with Analysis of Questionnaires.

Before the COVID-19 crisis started in early 2020, EMUNI implemented two outgoing staff mobilities for training in programme countries, under the project KA103-2018, which successfully concluded in 2020.

In autumn 2020, when we managed to partially adapt to the new regulations and restrictions for travel, three outgoing staff mobilities for training to partner countries were conducted within the KA107 - 2019 project.

EMUNI issued a Call for Applicants for study and traineeship Mobility in October 2020, in order to select new students for the Mobility in 2021. In February 2021 EMUNI informed students on the selection of the candidates. Three mobilities for traineeship and one mobility for study were granted to the IBC students.

Also, a new Call for Applicants for staff teaching and training mobility was issued in October 2020.

KA 103 - 2019 and KA 107 - 2019 projects were both prolonged in 2020 due to COVID-19 crisis and consequently inability to travel for a significant period of time.

New Application for the Erasmus+ Jean Monnet Project

In 2020 EMUNI applied for the Jean Monnet Project (Erasmus+ project) under the title “E-learning in Cultural Diversity”. The project was rejected; however it will constitute a good basis for next year's application.

New Application for the Erasmus+ Strategic Partnerships for higher education (KA203)

In 2020, EMUNI has come forth with two project applications: "Brain Drain: The Challenges of Foreign Educated Citizens in the Balkan" and the "Why teach about migration?". In a subsequent call for applications EMUNI submitted three new applications: "Strategies, Standards and Skills for online Higher and Vocational Education", "Embracing digital learning and school-to-work transition in times of COVID19" and "Virtual and Blended Learning Orientation, Guidance, and Support".

Unfortunately, the applications were not successful.

New Application for Erasmus+ CBHE- Capacity Building in Higher Education

In the framework of the Erasmus+ call “Capacity Building for Higher Education”, in 2020 EMUNI participated in the preparation of six project applications with various partners. Unfortunately, under this call, only one of the project applications was granted. Other applications have resulted in meeting new partners and application projects remain the basis for future applications.

INtegration of sustainable deVeLopment goaLs in uniVeRsities for better climate change management – INVOLVE

To strengthen the role of the Egyptian Universities in the achievement of the environmental Sustainable Development Goals – or “SDGs” – through enhancing their organizational governance capacities, creating current and future SDGs implementers, and upgrading their operational facilities necessary to the implementation of innovative practices for the achievement of the environmental SDGs.

With Alexandria University as a Coordinator the project will be started from the 15 January 2021 and will last until 14 January 2024.

3.3 Other research activities

Publication - Scientific journal IJEMS

The publication of the International Journal of Euro-Mediterranean Studies (IJEMS) continues as planned. The journal represents an interdisciplinary contribution to research of topics relevant to the Euro-Mediterranean region. In June, Dr. Jerneja Penca was assigned by the EMUNI President and the Editor-in-Chief of the journal as the new Managing Editor of the journal, setting two key priorities for her in this role: transition to an online submission system and enhancing the theme of Euro-Med cooperation in the journal.

An issue was published in June 2020, as anticipated in the editorial plan. Due to a considerable delay in the review process, the December issue of IJEMS will undergo belated publication in 2021.

Annual conference

The EMUNI Annual Conference 2020 was planned in cooperation with the Euro-Med University of Fes and UfM and was to be held back-to-back with the EMUNI body meetings on 27-29 April 2020 at UEMF in Fes, Morocco. The theme of the conference was Internationalisation in higher education institutions in the Euro-Mediterranean area. The concept note for the conference was prepared, involving 4 panels in 1 day.

Prior to the Conference, meetings of the EMUNI bodies (Management Board, Senate and General Assembly) were to take place.

In light of the uncertainty related to Covid-19, the annual conference got cancelled. EMUNI body meetings (MB and Senate) took place online.

4. QUALITY ASSESSMENT AND ASSURANCE - SELF EVALUATION

In this chapter the evaluations for objective's achievements for the year 2020 are presented and categorised by activity. The evaluations refer to the objectives presented in Annex I of this document.

4.1 Education activities

Achievements and shortcomings

In line with **objective number 5 (Accrediting EMUNI's own educational programmes and certificates)**, in the annex of this document, three study programmes were adopted by the EMUNI Senate in 2020, two were submitted for accreditation and one to the notification process in 2020. By doing so, EMUNI has accomplished its set indicator for the year 2020 as part of its goal of accrediting its study programmes.

Similarly, **objective number 2 (Promoting EMUNI educational programmes among target groups)**, can be positively evaluated, since in 2020 EMUNI exceeded its set goal by receiving the highest number of applicants ever and enrolled the most number of students. This is evident by the fact that in the academic year 2020/21 the IBC Master's study programme has the highest number of enrolled students in the 1st study year. In 2019 within the Erasmus Mobility exchange in Lebanon, EMUNI employees participated in an education fair promoting EMUNI study programmes. A student on the IBC programme reported that this was the reason for applying for the programme. Another IBC student was introduced to EMUNI's offer in higher education during a Summer School on Blue Growth. Together, these two students represent 20% of the IBC new intake, which means that this activity has reached and exceeded the target value for 2020. On the students meeting with IBC new intake, students were asked where they found out about EMUNI. Some of them reported a source from external web-pages (<https://www.for9a.com/>, <https://truescho.com/>), which means that the promotion strategy for applications in 2020 can be considered as successful.

In line with **objective number 2**, EMUNI staff has organised 3 webinars for students in 2020:

- 22 June 2020, a Workshop "Transform your future with the help of EMUNI University" (EMUNI staff organised a webinar for students to prepare them for the application procedure to the study programmes)
- 29 July 2020: a Webinar "The Future of work: are you prepared?!" (EMUNI staff prepared a webinar on preparing an motivation letter and CV for the purpose of job application)
- 15 October 2020: a Webinar on Erasmus Mobility for Students (new intake of IBC students were introduced to Erasmus mobility for study or traineeship possibility by EMUNI administrative staff and a Graduate year student of EMUNI, who already took two mobilities)

In 2019 EMUNI added two new partnerships to its roster of receiving entities for student traineeships (Disc o' Clock in Italy, MMC Sports in Germany) and another one was added in 2020. In the latter, two EMUNI students conducted their 2-months traineeship mobility (Capoeira for Refugees in Germany). In 2020 the plan was to provide more field visits and traineeships opportunities for students. A goal to organise four new partnerships for student traineeships was partially accomplished in 2020 due to COVID-19 restrictions.

In line with **objective number 4 (Developing Quality Educational Programmes)**, EMUNI has received the first applications for the new Master's study programme Public Administration in Post-Crisis Era in November and December 2020.

According to the **objective number 4** and Quality Manual, EMUNI administration staff is regularly monitoring the student's and teacher's satisfaction with the online learning platform (Moodle and Big Blue Button) on student's and teacher's meetings. In academic year 2020/21, we received positive feedbacks on its use and functioning. The comments were recorded in the minutes of the meetings and will be included in the annex of the Quality Assurance report on Education, together with the results of the evaluation questionnaires performed at the end of the academic year. Nevertheless, EMUNI is at the same time testing new platforms for online learning (Google Classroom) to enable improvements in the future, if needed.

EMUNI has prepared a new version of the Quality Manual in 2020, which was discussed, amended, and adopted by EMUNI Quality Assurance Commission in February 2021. The Quality Assurance Manual of the EMUNI University determines the quality system and quality assurance procedures and instruments at the Euro-Mediterranean University

A Task Force of Senate members was appointed to work on the promotion of EMUNI and its study programmes together with EMUNI staff.

For the academic year 2019/2020, the following criteria were determined as successful in the Quality Assurance report on Education through the Evaluation of the Questionnaires: 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, and the logistical, organizational, and technical assistance during the courses; teaching staff was very satisfied with the professional/administrative staff, accessibility to information, as well as with the working environment and facilities. Despite the COVID-19 pandemic, three mobilities for students were successfully performed in the academic year 2019/20. Also, despite the pandemic and cancelled face-to-face sessions in the spring semester, the second-year students were able to attend the face-to-face academic activities in Piran in September 2020. In 2020 EMUNI has prepared new Guidelines for Online Teaching and Guidelines for Online Learning.

In 2020, Summer Schools were not organized due to the COVID-19 crisis. Therefore, some of them are planned for June/July or September 2021 if the health circumstances allow (Blue Growth and Entrepreneurship Healthy and Active Lifestyle).

Guidelines for further action

As evident by the analysis of the educational activities (section 2.1) and the evaluation of the strategic plan objectives, some corrective measures were deemed necessary. In 2021, EMUNI will strive to implement the following actions along its educational activities:

- Having solved the formal issues with the Slovenian Quality Assurance Agency for Higher Education (NAKVIS), EMUNI will attempt to **accredit or notify** novel, topical and attractive **study programmes**.
- **Improved and targeted promotional activities**. These promotional activities will focus on existing and new study programmes and will be oriented to the needs of the new generations, Millennials and Gen Z. Such activities will take the form of short video clips of alumni testimonies, presentation of teaching staff, study location, recreational activities, etc..., also using the EMUNI YouTube Channel, beside Social Media and the Website.

- Continuous **monitoring of students' satisfaction** with ICT equipment and online learning platform on regular basis. This will be implemented along the periodic student's meetings, where students will be asked to report issues they might be facing. This will offer opportunities to address shortcomings, allow for improvements and adapt to new/better educational environments.
- More **practice-oriented educational activities** will be implemented, eg. field visits, problem-solving exercises, teamwork activities and workshops/seminars will be organized in collaboration with the teaching staff, especially during the face-to-face periods.
- In the event of receiving an exceeding number of applicants, rigorous **screening of the students** will be performed to select the best applicants based on their academic merits and their personal commitment to the study programmes. This could include individual personal interviews with each of the students before their enrolment.
- Addressing the issue of discrepancy in the grades, it was decided that EMUNI should **develop a better evaluation methodology**, which shall be communicated with the faculty members before the start of the next academic year.
- Due to the restrictions posed by the COVID pandemic, requiring more online and less face-to-face learning and teaching activities, which could adversely affect the wellbeing and the performance of the students and staff, It was therefore decided to closely monitor the satisfaction of EMUNI teaching staff and students by organising regular group and individual meetings. Department staff will try to further motivate the students to engage in the learning and social activities of the University. When face-to-face study activities will not be possible, keeping a close contact with students and teachers in order to monitor the quality of the implementation of the programme is essential.

4.2 Research and projects' activities

Achievements and shortcomings

EMUNI was able to create impact in research that outperforms the number of its employees. Besides generating research outputs by its own staff and attracting external funding of competitive calls (projects financed by national research agency, ARRS, and some EU-funded projects, eg. LabMaf), EMUNI is capable of mobilizing researchers employed at other institutions throughout the region (eg. project VISION and Med2iaH), where EMUNI's role as a coordinator supports research and cooperation at other institutions. Additionally, EMUNI's contribution to the research and scholarly community should be measured also by regular (and cost-free) publication of its open-access journal, International Journal of Euro-Mediterranean Studies (IJEMS). In 2020 EMUNI has published Volume 13 (2 issues) of IJEMS . The Journal is available in print and digital formats on the EMUNI webpage.

In line with **objective number 6**, EMUNI has submitted 21 applications for cooperation and research projects in 2020 (2 Applications for the Jean Monnet Module, 1 Application for the Jean Monnet Project, 6 Applications for Capacity building in the field of H.E., 1 Application for individual mobility, 3 Applications for research Project Horizon 2020, 1 Prima, 1 CEI, 1 Application for the research Project ARRS, 5 Applications for Strategic Partnerships in higher education), while the previously set goal was 10. In this aspect, EMUNI has accomplished and even exceeded its goal. In 2020, EMUNI was granted 4 new projects: The Blue Economy and Sustainability - the EU and the Mediterranean BLUES, Capacity Building Project contributing to the UN Environmental SDGs, Mobility project for Staff in Partner countries KA1-107, Evaluating environmental and sustainability transformation.

MED2laH, as one of more demanding projects in terms of the large number of partners (17), suffered in the first year? some modifications which required considerable efforts on the side of EMUNI as the coordinator to achieve the goals. The opening conference and kick-off meeting for the project were postponed and then held online.

In accordance with **objective number 7** within the activity “Capacity Building of south Med Institutions’ international cooperation & project management offices”, EMUNI organized more than 15 meetings with partners along the MED2laH project alone. The planned field visits could not be organized in 2020 due to the pandemic. Within the framework of Erasmus days, EMUNI successfully organised an online event, “Internationalisation at home in the Mediterranean region”, with 13 panellists from various Mediterranean institutions and 96 participants. Notwithstanding the challenging circumstances imposed by the Covid-19 pandemic, all project activities went according to plan with only a three-months delay.

The VISION project, which EMUNI coordinates brings together diverse actors from academia, business and civil society to perform research on the future of education for creativity, innovation and entrepreneurship. As such, it is one of the most promising projects that EMUNI is involved in, since its outputs could be adopted by EMUNI as future actions. The inability to organize live meetings went almost unnoticed as the partners organised monthly online meetings and *ad hoc* meetings (a total of more than 14 in the first year) in an attempt to avoid any shortcomings and delays. The interviews with stakeholders were also conducted online and the planned number of 120 interviews was exceeded.

The MEDHUB’s project final a workshop and closing conference were held in February 2020 in Barcelona. Each event (seven in total) involved policy makers, academia, civil society and youth, from a wide variety of disciplines. Multichannel dissemination was ensured throughout the project. The project was successfully completed in March and reported to the European Commission, which assessed the project as successful.

The AdapTm project suffered some delays and could not be completed in 2020 as planned but instead extended until 2021 in order to allow time to adjust the planned activities to accomplish the goals.

Guidelines for action

- Ideally, the number of researchers employed at EMUNI would have to increase in order to generate more research outputs and impact, and also apply for further funding, where there is certainly further untapped potential for EMUNI. Due to limited funds for employing researchers, the only option to achieve this is to open the doors and provide attractive working conditions for junior researchers who could propose topics and prepare competitive proposals and foresee their role in case their applications were successful.
- Allocate a stronger research role for EMUNI in proposals with attractive posts for young researchers (incl. where not feasible, part-time, remote work etc.)
- Reskilling some EMUNI staff to act as researchers and research managers capable of conducting research and coordinating research projects and enrolling. This also entails enrolling, when possible, current and future staff in PhD programmes.
- Forging closer ties with researchers within the EMUNI inner circle and general assembly to collaborate closely along new and existing research projects and activities.

- Explore the possibility of establishing a think tank among EMUNI's Inner Circle Institutions, in line with Objective no. 10.
- Ensure more co-ownership by the editorial and advisory board members of IJEMS to attract more submissions and reviewers, as well as support quality publications in the journal.
- Turn certain project results into short research outputs and promote them as a way of effective science communication. Publish conference and events reports as official publications, with the required library standards.
- Explore offering short internships to support the research work at EMUNI.

4.3 Provision of operating conditions

Personnel

Achievements and Shortcomings

EMUNI University understands that satisfaction at the workplace directly affects employees' performance and turnover, and thus the efficiency of the conducted work. Therefore, EMUNI monitors satisfaction and performance (as defined in **objective number 12**) at the workplace through annually through individual interviews between the President and the employees and carries out also an anonymous and voluntary quantitative Survey once per year.

In line with **objective number 12**, a Qualitative Survey for Staff was performed online between 2 and 9 November 2020. The overall employment satisfaction is perceived as positive and highly rated. The employees were asked to evaluate the University (satisfaction with employment, contribution to EMUNI, relations between employees, cooperation between organization units of EMUNI), working environment (equipment and workplace safety), work and tasks (clear expectations, encouragement to perform a task well, regular feedback, sharing the same values as the organization, supervisor satisfaction, progress evaluation and skills development matrix). The results of the Survey showed that employees are overall satisfied and share the same values as the organization, they receive feedback regularly and are given opportunities for professional development. Employees feel they also cooperate well with each other and between the organizational units. EMUNI staff were particularly satisfied with the favourable working conditions, especially the flexible working hours and the possibility of work from home, even before this became the norm for all institutions during the pandemic.

On the other hand, the annual survey and appraisal by the President have shown that there are some areas for improvements, including:

- Communication among staff members, within each department and across organizational units.
- Digital competences of employees
- General knowledge of the Mediterranean countries and culture.

In line with objective 12, Another measure to enhance staff satisfaction and competence is the institutional encouragement of staff capacity building via training courses and programmes chosen by the staff members, including through financial contribution by EMUNI.

For the year 2020, capacity building of EMUNI staff to better address project proposals preparation and project management (accordingly to **objective number 6**), can very positively evaluated since several members of EMUNI staff have actively participated in more than 10 workshops for staff capacity building. Moreover, almost all EMUNI employees are involved on the project's proposals or its implementation. In the past year, EMUNI employees were actively involved in few capacity building events related to projects:

1. Participation in several Slovenian National Erasmus Agency project management events
2. Participation in a workshop Knowledge Alliances EACEA Kick-off meeting.
3. Jean Monnet Kick Off meeting organised by European Commission
4. Participation in online conference Erasmus Goes Digital organised by Aristotle University of Thessaloniki
5. Participation at 1ka webinar for analytical managing of a data
6. Project proposal preparation workshop led by the EMUNI President.

Guidelines for action

- Enhancing communication among EMUNI staff, including through periodic meetings, where employees are able to share their priorities and activities on regular basis. In this way communication between different units will improve and employees will be able to express their opinions on current work tasks and assignments.
- Establishing and utilizing an online collaborative work platform to support communication, following work progress and documentation of institutional activities.
- Supporting and urging all EMUNI staff to participate in the mobilities to the south Mediterranean countries funded by the ER+ programme to enhance their knowledge and orientation of the south Med. countries' cultures.
- Encouraging non formal gatherings and social activities to strengthen employees' relations and to create memories outside the working environment. This will positively impact team building, staff satisfaction and performance.

Financing

In 2020 EMUNI's income (by cash flow) did not increase by 20% in comparison to a cash flow in 2018 (see **objective number 9**). This does not necessarily mean failure to achieve the goal, as the cash flow depends also on income from projects' grants which are later distributed among partners. However, in 2020 EMUNI costs (outgoings) decreased, due to COVID-19 consequences (costs related to physical events, conferences, travel missions...).

In line with **objective number 9**, the annual membership fee has increased from 800 EUR / year to 1.200 EUR / year. A target was to receive 26 paying members in Inner Circle in 2020, while 23 members joined the circle.

Analysing the Structure of the Expenditures it is visible the decrease of the Costs of material (23%), as well as Costs of services (45%) in 2020 compared to the year 2018. The decrease is attributed to the huge impact of the COVID-19, influencing the need and consequently costs for supplies, travel missions, events and other business costs.

Taking into consideration the impact of COVID-19 on the global economy, it can be concluded that EMUNI positively maintained its incoming resources (MESS, Project, Other sources), but will have to

strive towards increasing its budget in the next years to allow for the projected growth in the planned activities.

Library and IT

Agreement for accessing the Library of the University of Primorska was signed in 2017 and in 2020 with the Science and Research Centre, Koper. This allows students access to library resources while in Slovenia. In addition, the mentors of students working on their Master theses facilitated the acquisition of the relevant literature on individual basis.

During 2020, EMUNI explored options for improving digital library resources. It has expressed the intent to become a member of the consortium of institutions under the coordination of Central Technical Library (CTK) in purchasing access to the SpringerLink database.

Guidelines for action

- Renew agreements with the neighbouring partner institutions in Slovenia to comply with the NAKVIS requirements.
- Explore signing agreements with several south Mediterranean institutions to allow EMUNI students access to libraries while in their home countries.

4.4 Public Engagement and Societal Cooperation

Achievements and shortcomings

In line with **objective number 7** EMUNI acquired one new Inner Circle Member (International Balkan University) and one new General Assembly Member (UBT Kosovo) in 2020. The University forged new connections thanks to project applications (Erasmus+ KA2 Partnerships for Digital Education Readiness, the EEA and Norway Grant). EMUNI has expanded its network, not only by adding two new members to its General Assembly and Inner Circle in 2020, but also through its work with partners and potential partners on ongoing projects and new project applications. According to the strategic plan (**objective number 7**), there are continuous communications with the GA and IC informing them of forthcoming events held by external organisations, as well as a quarterly newsletter containing all the news and developments of EMUNI University. The GA is also the first port of call when EMUNI decides to launch a project application and requests potential partners to join the consortium, in line with the University's attempts to involve the network in its activities.

In 2020, the number of GA institutions cooperating with EMUNI in projects (AdapTM, Fishaqua, Med2Iah, Involve, Erasmus Mobility) was 14 (University of Catania, Klaipeda University, Alexandria University, Arab Academy for Science and Technology and Maritime Transport, University of Palermo, University of Montpellier, UniPegaso University, Al Akhawayn University, University of Tunis, Virtual University of Tunis, Heliopolis University, Philadelphia University, Lebanese International University, Kadir Has University). Unfortunately, we were not able to implement as many Mobilities as planned, due to COVID-19 restrictions to travel (**objective number 7**).

In line with **objective number 3**, EMUNI successfully brought into the fold of its General Assembly and Inner Circle one new Italian institutional member in 2019 (Italian Network for the Euro-Mediterranean Dialogue - RIDE-APS). Also, EMUNI strives to strengthen cross-border cooperation with neighbouring Italian universities (like Trieste, Udine). In 2020 two EMUNI employees participated as speakers in three ESOF panels in Trieste, September 2020. Summer Schools with Italian institutions are planned in summer of 2021 (**objective number 3**).

In line with **objective number 1**, a Social Media Strategy Draft Document was formulated at the end of 2020/beginning of 2021, focusing on all 4 social media platforms.

The number of social media followers has increased significantly in the period since the last quarter of 2020 across all four platforms (Facebook, LinkedIn, Twitter and Instagram). In the end of 2020, the total number of followers on all social media combined was 6054. The number has increased for approximately 34% since 2018, which means that the annual goal has been achieved and even exceeded (**objective number 1**). Posting on EMUNI Social Media is more regular and consistent, following the internally designed Social Media Strategy guidelines, while the increased use of tagging partner institutions and external organisations has led to the attraction of more followers and likes.

Since its founding mission, EMUNI is naturally placed to contribute to sustainable development (**objective number 13**), including specific SDGs. Apart from the progress in greening its operational practices, specific progress has been made in contributing to SDG 14 (Life below water) through research activities of EMUNI. The recently-launched project INVOLVE carries a high potential for advancing the governance structures in support of SDGs at EMUNI and 7 other participating universities and positions EMUNI as a catalyst of change at other universities (positively evaluated **objective number 13**).

According to **objectives number 3 and 8** (Pursuing support of EMUNI by Slovenian Govt. Institutions), EMUNI management had organised meetings with different Slovenian government ministries and services. These actions were more efficient in the first two months of the year, before the Covid-19 crisis hit, when we were able to focus on institutional relationships with ministries (in February 2020 a meeting between the President and the Slovenian Minister of Education, Science and Sport was organised followed by a meeting with a representative of the Slovenian Ministry of Foreign Affairs. In March 2020 another meeting was organised with the Slovenian representative of Ministry of Foreign Affairs. During these meetings, political and financial support to EMUNI were promised by both Ministries. Signs of more financial support by the Ministry of Education are being witnessed, but nothing concrete yet.

In line with objective number 3, the Slovenian government representative is regularly invited and actively involved in EMUNI decision making processes, as a member of the EMUNI Management Board.

Guidelines for action

- Attracting new members to the EMUNI General Assembly and EMUNI Inner Circle (**objective number 7**) in order to expand the platform for dialogue within the Euro-Mediterranean region, as well as increase opportunities for cooperation.
- Increase the number of followers across all four Social Media platforms (Facebook, LinkedIn, Twitter and Instagram) following the consistent implementation of the Social Media Strategy

Document (accordingly to **objective number 1**). In addition, EMUNI should aim for more engagement and interaction with its followers to raise the profile of its activities and educational programmes.

- Website redesign to help drive more traffic to the EMUNI site and ensure its international activities receive more acknowledgement and public attention. This will also allow for better engagement of the various stakeholders in the EMUNI activities.
- EMUNI should seek to implement all the promising outcomes of project INVOLVE, in order to position itself at the forefront of transformative universities (**objective number 13**).

5. ASSESSMENT OF ACHIEVEMENT OF OBJECTIVES AND COMPARISON WITH PREVIOUS YEAR(S)

5.1 Improper or unexpected effects of the Work Programme implementation

There were no improper effects of the implementation of the Work Programme in 2020. Similarly, there were no significant unexpected effects, only slight deviation from the expected, due to the advent of the COVID 19 pandemic.

The lockdown caused by the pandemic did not have a significant effect on the implementation of the work programme, due to the fact that EMUNI is a light-structure organisation and its ability to quickly adapt to changes. The university body meetings and the projects and research meetings were organised/switched to online mode, causing little or no delay, albeit introducing quite a change. To the contrary, the mode of conduct for teaching did not present a huge change, since EMUNI has already been conducting its educational programmes through blended learning. Both the Spring and Fall Semesters in 2020 were conducted online only, and efforts were made that this did not influence the efficiency of the education. Finally, administrative staff were already accustomed to periodic working from home, which is one of the features of favourable working conditions at EMUNI. Travel, mobilities and staff exchange were adjusted to the restrictions imposed by the pandemic.

5.2 Assessment of success in achieving objectives in comparison with previous years

The basic objectives of the Annual Work Programme 2020 have been achieved, which can be elicited in individual sections in the previous chapters and in Annex of the document, where objectives, activities and key performance indicators of the strategic plan are described. Certain target values of indicators were even exceeded.

Three study programmes were prepared for the consideration of the EMUNI Senate and eventually adopted by the EMUNI Senate in 2020, of which two were submitted for accreditation and one for notification, achieving the pre-determined objective earlier than anticipated. 2020 also witnessed the start of development and marketing of another study programme, master's in public administration.

The number of student's applications both received and enrolled has risen markedly, compared to the previous years, exceeding the set KPI. This could be attributed to the successful implementation of the promotional activities of the study programmes, which is also obvious from the considerable increase in the number of social media followers. Satisfaction with course faculty and course content remain at a high level, as does satisfaction with the organisation of the study programmes.

EMUNI was very productive in 2020 in the application and acquisition of projects and implementation of projects' activities. The EMUNI Management Board, in its session adopting the annual report for the year 2020, commended the EMUNI management and staff for the number and quality of activities implemented in 2020, considering the small number of employees relative to the implemented work, and especially during the crisis posed by the pandemic.

The number of mobilities conducted (study and traineeships) were reduced from the previous year, due to the covid crisis. However, despite the crisis, the university managed to conduct few mobilities

for staff through Erasmus+ programme (KA103 and KA107), in addition to three students mobilities, both study and traineeship.

5.3 Assessment of business efficiency and effectiveness

In 2020, EMUNI operated efficiently and cost-effectively, despite the challenges posed by the pandemic. The vast majority of the objectives were achieved, attaining or exceeding the pre-set indicators.

The total revenues, by cash flow, compared to 2019 dropped by more than 60%, a fact that is explained by artificial inflation of the 2019 revenues by incoming projects' funds towards the end of the year, to be utilised in the upcoming years when the projects are implemented. This year also witnessed a reduction in material costs and services as a result of reduced business missions, travel and events organisation in 2020 posed by the pandemic. Since the cumulative balance of the years 2018 and 2019 showed a surplus of revenues over expenditures, a strategic decision was taken by the Management Board to write off liabilities and receivables, dating back to 2014. Although this resulted in ending the year with a surplus of expenditures over revenues, all operational costs were successfully covered. This is in line with good finance practices and efficiency of asset operations regarding the timely relinquishing of long-standing liabilities.

It is important to note that the cash flow method does not provide the real picture of the finances, since EMUNI's revenues are mostly from EU-funded projects, a big part of which is often received by the institution in advance, also including payments to other partner institutions when EMUNI is the coordinator of the project.

5.4 Assessment of the functioning of internal control of public finances

EMUNI operates with public funds in accordance with the criteria and standards set by the relevant government bodies and funding agencies for the use of the earmarked funds.

In accordance with the Public Finance Act and the Rules on Guidelines for the Coordinated Operation of the Internal Control System of Public Finances, we find that since EMUNI is not a *public* higher education institution, we are not obliged to follow the prescribed system of internal controls and organisation of internal audits. Nevertheless, EMUNI has a well established system of internal controls, which is defined in its Accounting and Procurement Rules and Procedures and regularly monitors the risks that could lead to irregularities in operations.

5.5 Explanations regarding areas where objectives have not been achieved

We note that the key annual targets and indicators for 2020 have been achieved. The reason for under-achievement of certain objectives, related mostly to those involving travel &/or events organisation, is, by large, attributed to the unexpected COVID-19 crisis. The government-imposed restrictions on gathering and travel resulted in postponement or cancelling of some planned events in 2020. Detailed descriptions of shortcomings on specific areas, as well as guidelines for action are discussed in detail in chapter 4 of this document.

5.6 Assessment of the effects of operations on other areas

EMUNI's societal impact is evident when we consider the purpose of its creation. It is one of the six priorities under the Union for the Mediterranean (UfM), namely "Higher Education and Research and the Euro-Mediterranean University with a seat in Slovenia" (Joint declaration of the Paris summit for the Mediterranean). As such, it enjoys political support and validation provided by the States engaged in the Euro-Mediterranean partnership. This has bestowed on EMUNI its vision of "utilising the powerful tools of Higher Education, Research & Innovation to contribute to sustainable development, peace & prosperity of the Euro-Mediterranean region". This is achieved through the various functions instilled in EMUNI's mission; as a university "conducting quality study programmes and state-of-the-art research in fields of high relevance, serving the Euro-Mediterranean interests and challenges"; as a "committed & dynamic network of diverse Euro-Mediterranean higher education & research institutions" and as an "inclusive platform for inter-cultural dialogue & science diplomacy in the Euro-Mediterranean region".

Various EMUNI activities, from its annual conference and other events to projects and educational programmes as well as publications, notably the International Journal of Euro-Mediterranean Studies (IJEMS), have a positive impact on international and regional cooperation, the environment, the economy, regional and sustainable development and contribute to Euro-Mediterranean peace and prosperity.

EMUNI is responsive to the changes in the environment, where it is operating and is constantly re-evaluating its priority areas and re-aligning them with the current policies, including those elaborated within the Union for the Mediterranean. In the year 2020, the key challenge was to respond to the multi-layered crisis posed by the pandemic, including at higher education institutions (HEIs). Here, EMUNI's contribution was to identify opportunities and challenges for HEIs across the region, while stressing the need to establish a common Euro-Mediterranean higher education and research area. To this end, and to respond in a swift way, EMUNI held an extra-ordinary Management Board session by videoconference on the 9th of April 2020 to discuss at length the challenges and opportunities presented by the Covid-19 crisis and decide on a concrete response to this crisis. After a process of public consultation among its partner institutions, EMUNI published its response to the pandemic along six identified areas of intervention (<https://emuni.si/emunis-response-to-the-covid-19-pandemic/>), namely, the Economy, Public Health, the Environment, Education, Research and International Cooperation. Further consideration of the impacts would be the subject of the EMUNI's annual conference in 2021 on this topic.

In 2020, EMUNI has continued to pay attention to the priority areas, as outlined by the MB and determined by the President of the University, who defined sustainable development, entrepreneurship, innovation, and management of higher education as priority areas. These topics are integrated into the context of EMUNI study programmes, summer schools, research activities, collaboration projects, participation at events and staff mobility. Within all these activities, attention is paid to the horizontal aspect of fostering Euro-Mediterranean intercultural dialogue. EMUNI already serves as a centre for the creation of inter-institutional synergies/cooperation, networks, exchange of students and projects in the Euro-Mediterranean region. With the personnel mobility programme the process of intercultural exchange is getting positive impacts on both sides, host and guest institutions. Additionally, EMUNI's international Management Board constitutes a venue for co-creation high level regional dialogue.