



Evro-sredozemska univerza | Università Euro-Mediterranea

Euro-Mediterranean University | Université Euro-Méditerranéenne

الجامعة الأورومتوسطية

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Annual Report 2021

Responsible person for the Annual report :

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Report prepared by:

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Piran, February 2022

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1. VISION AND MISSION

1.1. Vision

By means of the powerful tools of Higher Education, Research & Innovation, **Euro-Mediterranean University (EMUNI)**, headquartered in Slovenia, aspires to contribute to sustainable development, peace & prosperity of the Euro-Mediterranean region.

1.2. 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.

1.3. 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 corporate with & work at EMUNI,
6. Fostering relationships & partnerships with Slovenian government, international and multi-national organisations & other stakeholders,
7. Developing and attractive & productive working environment (Stimulating Working Environment)

1.4. 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 governmental 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 and priority policy areas,
11. Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy,
12. Enhancing the networking 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 General Assembly to be postponed later, once the Covid-19 crisis subsided.

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 were needed to weather new environmental, and market needs as well as geopolitical shifts directly or indirectly correlated with Covid-19.

In September 2021 the Members of the EMUNI Management Board, EMUNI President and EMUNI Staff held the meeting to analyse and propose the necessary changes of EMUNI Strategy in the mid-term review. The strategy was later discussed at the 41st management Board session and adopted at the 13th General assembly session.

2. INTRODUCTION

Full name of the University:	Evro-sredozemska univerza
Abbreviated name:	EMUNI
Name in English language:	Euro-Mediterranean University
Abbreviated name in English language:	EMUNI
Name in French language:	Université Euro-Méditerranéenne
Abbreviated name in French language:	EMUNI
Seat of the University:	Piran - Pirano, Kidričevo nabrežje 2
Registration number:	3487288
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Fax:	+386 59 25 00 54
Website:	www.emuni.si
Legal act:	Statute of EMUNI, 26 November 2008 (amendments of the Statute on 27 November 2010, on 25 November 2011, on 11 February 2015, on 9 December 2016 and 1 December 2018).

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

EMUNI can implement the study activity of all study areas, classified in accordance with the international classification Isced (UNESCO, 1997). With regards to educational activities, EMUNI organises both such programmes, which are accredited at the partner universities in Slovenia and other partner countries of EMUNI as well as other courses (summer schools, postgraduate training, or professional upgrading diplomas). The research at the University can be conducted in any 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.

Important dates:

- February 2009: Entry into the court register.
- June 2009: Accreditation of the first study programme at EMUNI, which has already been accredited at the University of Maribor.
- July 2009: EMUNI is entered into the Register of Higher Education Institutions in the Republic of Slovenia (hereinafter referred as "Register").
- December 2009: EMUNI obtains the Erasmus University Charter.
- July 2011: Two master study programmes ("Business Communication in the International Environment" and "Environment Analyses and Management") are entered into the Register at the ministry, competent for higher education.
- May 2016: Changed the seat of the University from Portorož to Piran, Slovenia.
- June 2018: Celebration of the 10th Anniversary.

3. LEGAL BASIS AND GOALS

Legislation

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

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

Basic legal basis of the operation:

National:

- Higher Education Act (Official Gazette of the Republic of Slovenia, No. 32/12 - official consolidated text, 40/12 - ZUJF, 57/12 - ZPCP-2D, 109/12, 85/14, 75/16, 61/17 - ZUPŠ and 65/17, 175/20 - ZIUOPDVE and 57/21 - CC decision);
- Research and Development Activity Act (Official Gazette of the Republic of Slovenia, No. 22/06 - official consolidated text, 61/06 - ZDru-1, 112/07, 9/11, 57/12 - ZPOP-1A, 21/18 - ZNORG and 9/19);
- Resolution on the national programme of RS higher education (Official Gazette of RS, No. 41/11);
- Professional and Scientific Titles Act (Official Gazette of the Republic of Slovenia, No. 83/03 - official consolidated text and 61/06, 87/11 - ZVPI and 55/17);
- Decree on public financing of higher education institutions and other institutions (Official Gazette of the Republic of Slovenia, No. 35/17 and 24/19)
- Rules on tuition fees and other contributions in higher education (Official Gazette of the Republic of Slovenia, Nos. 40/94 and 45/98);
- Rules on the diploma supplement (Official Gazette of the Republic of Slovenia, no. 56/07, 39/12, 38/16 and 68/20);
- Rules on the call for enrolment and implementation of enrolment in higher education (Official Gazette of the Republic of Slovenia, No. 4/16, 3/17, 4/18, 3/19, 26/20 and 6/22);
- Rules on tuition fees and living in public student dormitories for Slovenes without Slovenian citizenship and foreigners in the Republic of Slovenia (Official Gazette of the Republic of Slovenia, Nos. 77/16 and 25/19).

International acts:

- "Towards a Euro-Mediterranean Higher Education & Research Area: First Euro-Mediterranean Ministerial Conference on Higher Education and Scientific Research (Cairo Declaration)", 18 June 2007;
- Joint Declaration of the Paris Summit for the Mediterranean, Paris, 13 July 2008;

- European Convention on the Recognition of the Legal Personality of International Non-Governmental Organisations, Strasbourg, 24.IV.1986; Official Gazette of RS, No. 44/1993 (Slovenia, 1 January 1994);
- Vienna Convention on the Law of Treaties between States and International Organizations or between International Organizations (1986), 1155 UNTS 331;
- Agreement concerning the Central European Exchange Programme for University Studies (CEEPUS III) (Official Gazette of RS, No. 104/10);
- Declaration adopted by the Speakers of Parliaments of the Union for the Mediterranean, Marseille, 7 April 2013.

General Acts of the EMUNI University:

- Foundation Charter of the EMUNI University from 30 November 2008.
- The EMUNI University Memorandum of Association from 26 November 2008.
- The EMUNI University Statute, adopted on 26 November 2008, amended on 27 November 2010, 25 November 2011, 11 February 2015, 9 December 2016, and 1 December 2018.
- Criteria for appointment to the titles of teachers, scientists, and employees in higher education at the EMUNI University, adopted on 18 October 2019.
- Quality Manual at the EMUNI University, adopted on 23 September 2014.
- Rules on the reimbursement of costs to the members of the bodies at the Euro-Mediterranean University – EMUNI, adopted on 3 June 2013.
- Regulation on the working time at EMUNI University, adopted on 31 October 2013.
- Regulation on business trips at EMUNI University, 18 November 2013.
- Regulation on annual leave and other absence from work, adopted on 17 November 2013.
- Strategy of EMUNI University for 2014-2018, adopted on 21 February 2014.
- Revised Criteria for the Appointment to Titles, adopted on 20-24 February 2014 by the Senate on its correspondence session.
- Instructions on the Application and Enrolment Procedure and Recognition of a Foreign Degree at EMUNI University, adopted on 5 December 2014.
- Rules on Recognition of Foreign Education, adopted on 12-15 May 2014 by the Senate on its 18th correspondence session.
- Rules on Recognition of Knowledge and Skills, adopted on 12-15 May 2014 by the Senate on its 18th correspondence session.
- Revised Quality Manual, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session.
- Rules on the Assessment of Knowledge, adopted on 18-23 September 2014 by the Senate on its correspondence 19th session.
- Graduation Rules, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session.
- Rules on the Monitoring of the Actual Student Workload at EMUNI University, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session.
- Rules on recognition of foreign professorship (Habilitation), adopted on 18-23 September 2014 by the Senate on its 19th correspondence session.
- Rules on Disciplinary Accountability of EMUNI University Students, adopted on 18-23 September 2014 by the Senate on its 19th correspondence session.

- Revised Instructions on the Application and Enrolment Procedure and Recognition of a Foreign Degree at EMUNI University, adopted on 5 December 2014 by the President.
- Revised Graduation Rules, adopted on 20 December 2014 by the Senate on its 24th correspondence session.
- Revised/New Criteria for the appointment to the titles of researchers and higher education teachers and associates at the Euro-Mediterranean university, adopted on 18 October 2019 by the Senate on its 34th session.
- Revised Graduation Rules, adopted on 20 June 2018 by the Senate in its 29th session.
- Rules on the content and format of Diplomas and Certificates of education at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate in its 29th session.
- Guidelines for appointment of the Habilitation Commission, its role and function at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate in its 29th session.
- Guidelines for appointment of the Quality Assurance Commission, its role and function at the Euro-Mediterranean University, adopted on 20 June 2018 by the Senate in its 29th session.
- Rules of Procedure of the Senate of the Euro-Mediterranean Postgraduate School, adopted on 14 September 2021 by the Senate in its 41st session.

4. PRESENTATION

4.1. University Bodies

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

- General Assembly (GA),
- Management Board (MB),
- Senate,
- President of the EMUNI University,
- Student Council (SC)

The EMUNI University President was appointed for another term during the 41st Management Board session in June 2018. This term runs from 2 February 2018 until 1 February 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 University. Each signatory of the Foundation Charter has one representative at the General Assembly.

Chairing of the General Assembly:

Year	No. of partners	No. of countries	Vice Chair 1	Vice Chair 2
2009	114	32	Prof. Hassan Nadir Kheirallah	Prof. Maurits Van Rooijen
2010	141	37	Prof. Giuseppe Giliberti	Prof. Ahmed Nouredine Helal
2011	206	42	×	×

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
2020*	135	34	-	-
2021	137	34	Prof. Dr. Ludvik Toplak	Prof. Dr. Abdelaziz Hassanein Mohamed Saad Konsowa

* 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.

* In 2021 the General Assembly was held on 14 September 2021.

The responsibilities of the General Assembly are stipulated in Articles 14, 15 and 16 of the 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 representative 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 appointed at the General Assembly on 12 April 2019 (Barcelona, Spain):

1. Prof. Dr. Michèle Gendreau-Massaloux, France (Chairperson)
2. Ambassador Hatem Atallah, Tunisia (Co-Chairperson)
3. Prof. Dr. Rado Pišot, Slovenia
4. Prof. Dr. Hassan Nadir Kheirallah, Egypt
5. Prof. Dr. Giuseppe Cataldi, Italy
6. Prof. Dr. Mouïñ Hamzé, Lebanon
7. Prof. Margarita Arboix-Arzo, Spain (Member of the international public figures of repute)

8. Dr. Maysoun Ibrahim, Palestine (Member of the international public figures of repute)
9. Prof. Dr. Moustapha Bousmina, Morocco (President of the Euro-Med University of Fes)
10. Mr João Lobo (representative of the Union for the Mediterranean)
11. Ms. Darinka Vrečko, Slovenia (representative of Slovenian Government)
12. Dr. Jerneja Penca, Slovenia (representative of EMUNI employees)
13. Mr. Imad Nemili, Morocco (representative of EMUNI students)

The Management Board appointed Prof. Dr. Michèle Gendreau-Massaloux, France as Chairperson at its 45th 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 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 student's representatives in the Senate, nominated on 16 November 2021 are the following:

1. Prof. Dr. Abdelhamid El-Zoheiry, Egypt – President of EMUNI University and Chair of EMUNI Senate
2. Prof. Dr. Rouchdy Zahran, Alexandria University, Egypt
3. Prof. Dr. Lotfi Ben Romdhane, University of Sousse, Tunisia
4. Prof. Dr. Mouïñ Hamzé, Lebanon
5. Prof. Dr. Rasha El-Kholy, Egypt
6. Prof. Dr. Claudio Cressati, Italy
7. Prof. Dr. Corina Adriana Dumitrescu, Romania
8. Prof. Dr. Dušan Lesjak, Slovenia
9. Prof. Dr. Luigia Melillo, Italy
10. Prof. Dr. Aleksandra Porjazoska Kujundziski, International Balkan University, Macedonia
11. Prof. Dr. Joseph Shevel, Israel
12. Prof. Dr. Rosario Sinatra, Italy
13. Assoc. Prof. Dr. Karim Moustaghfir, Morocco
14. Prof. Dr. Mateja Sedmak, Slovenia
15. Ambassador Hatem Atallah, Person of international renown, Tunisia
16. Eslam Mostafa, EMUNI University (student), Egypt
17. Nehal Nasef, EMUNI University (student), Egypt
18. Yara El-Turk, EMUNI University (student), Lebanon
19. Emna Jbara, 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.

Commission for Student and Study Affairs (CSSA):

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

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

- Discussing the 2nd and 3rd cycle study programmes and professional upgrading study programmes and their changes,
- Providing the Senate of EMUNI University with proposals on the changes of the existing rules and proposals 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 student's representative was nominated by the Students Council on 16 November 2021.

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. Arafah, Palestine

Quality Assurance Commission:

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

- Examination and evaluation of the EMUNI University Report on the monitoring, assessing, and assuring the quality of EMUNI University as a whole and of its study programmes and research, art, and professional activities,

- Examination and evaluation of the proposals of the indicators, criteria, and procedures for the monitoring of the efficiency in 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
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia
4. Assist. Prof. Dr. Mitja Gerževič, Slovenia
5. Yara El-Turk, Lebanon (student)

The student's representative was nominated by the Students Council on 16 November 2021.

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.

*** Overview of responsible persons and period:**

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.

Student Council

On 16 November 2021, 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. Eslam Mostafa (Chair of the Student Council), Egypt
2. Nehal Nasef (Vice-Chair of the Student Council), Egypt
3. Yara El-Turk, Lebanon
4. Imad Nemili, Morocco
5. Emna Jbara, Tunisia

The Student Council nominated student's representatives for the Management Board on 30 March 2021, and for the Senate and its Commissions on 16 November 2021 as follows:

- Management Board: Imad Nemili (Morocco). Term expires on 29 March 2022.
- Senate: Eslam Mostafa (Egypt), Nehal Nasef (Egypt), Yara El-Turk (Lebanon), Emna Jbara (Tunisia). Their term ends on 19 November 2022.

- Commission for Student and Study Affairs: Nehal Nasef (Egypt). Term ends on 19 November 2022.
- Quality Assurance Commission: Yara El-Turk (Lebanon). Term ends on 19 November 2022.

4.2. Sessions of the EMUNI Bodies in the period 2018- 2021

Session of the EMUNI General Assembly

- EMUNI General Assembly took place on 20 June 2018 in Piran (Slovenia).
- EMUNI Inner Circle meeting took place on 30 November 2018 in Piran (Slovenia).
- EMUNI General Assembly took place on 11 April 2019 in Barcelona (Spain).
- EMUNI General Assembly took place on 14 September 2021 in Piran (Slovenia).

Sessions of the EMUNI Management Board

- 39th Management Board correspondence session was held from 24 February to 27 February 2018.
- 40th Management Board correspondence session was held from 28 January to 31 January 2018.
- 41st Management Board regular session was held on 20 June 2018.
- 42nd Management Board regular session was held on 1 December 2018.
- 43rd Management Board correspondence session was held on 26 February 2019.
- 44th Management Board regular session was held on 11 April 2019.
- 45th Management Board regular session was held on 12 April 2019.
- 46th Management Board correspondence session was held between 31 May 2019 and 4 June 2019.
- 47th Management Board regular session was held on 22 November 2019.
- 48th Management Board correspondence session was held between 20 February 2020 and 24 February 2020.
- 49th Management Board Videoconference (VC) session was held on 9 April 2020.
- 50th Management Board VC session was held on 24 November 2020.
- 51st Management Board VC session was held on 18 February 2021.
- 52nd Management Board VC session was held on 11 June 2021.
- 53rd Management Board regular session was held on 13 September 2021.
- 54th Management Board VC session was held on 25 November 2021.

Sessions of the EMUNI Senate

- 35th Senate correspondence session was held from 24 to 27 February 2020.
- 36th Senate VC session was held on 21 April 2020.
- 37th Senate VC session was held on 22 June 2020.
- 38th Senate VC session was held on 29 September 2020.
- 39th Senate correspondence session was held from 27 February 2021 to 1 March 2021.
- 40th Senate VC session was held on 25 March 2021.
- 41st Senate regular session was held on 14 September 2021.

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

- CSSA VC session was held on 9 April 2020.
- CSSA VC session was held on 19 June 2020.
- CSSA VC session was held on 16 September 2020.
- CSSA VC session was held on 2 October 2020.
- CSSA VC session was held on 26 October 2020.
- CSSA VC session was held on 10 December 2020.
- CSSA VC session was held on 24 December 2020.
- CSSA correspondence session was held from 5 to 8 March 2021.
- CSSA VC session was held on 9 March 2021
- CSSA VC session was held on 24 April 2021
- CSSA correspondence session was held from 30 April to 3 May 2021.
- CSSA VC session was held on 1 September 2021
- CSSA correspondence session was held from 8 to 9 September 2021.
- CSSA correspondence session was held from 16 to 20 September 2021.

Sessions of the EMUNI Habilitation Commission (HC)

- HC correspondence session was held from 29 January to 5 February 2020.
- HC VC session was held on 1 February 2021.
- HC VC session was held on 22 February 2021.
- HC correspondence session was held from 19 to 22 March 2021.
- HC VC session was held on 17 June 2021.
- HC VC session was held on 1 September 2021.
- HC VC session was held on 17 November 2021.

Sessions of the EMUNI Quality Assurance Commission (QAC)

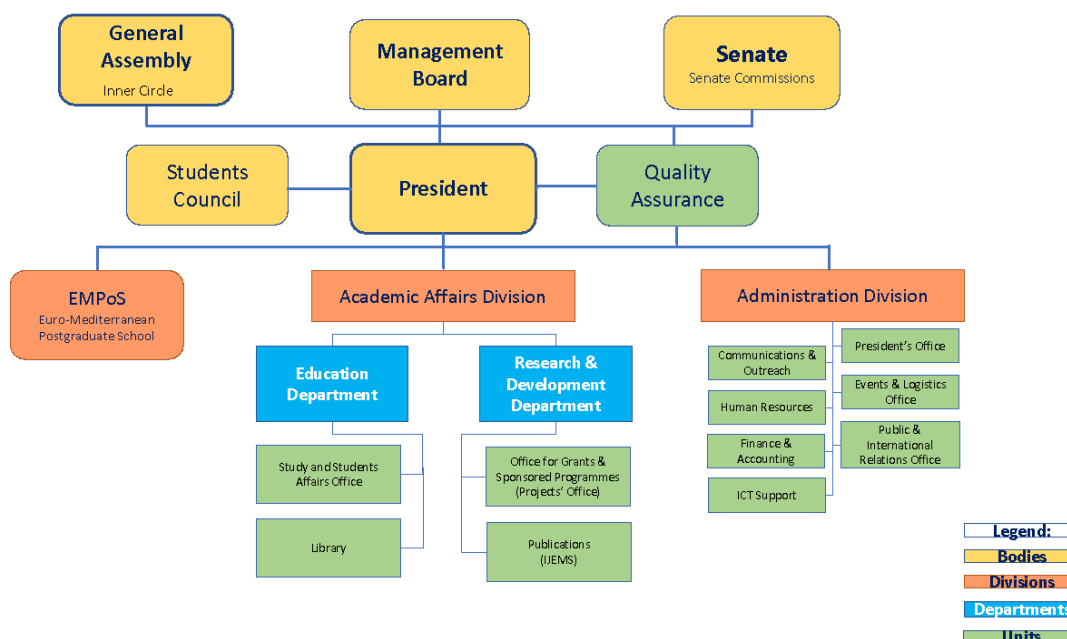
- QAC VC session was held on 17 and 18 June 2020.
- QAC VC session was held on 9 February 2021.
- QAC VC session was held on 9 March 2021.
- QAC VC session was held on 2 September 2021.

Sessions of the EMUNI Student Council (SC)

- SC correspondence session was held from 19 to 21 March 2021.
- SC VC session was held on 30 March 2021.
- SC correspondence session was held on 6 to 9 July 2021.
- SC VC session was held on 16 November 2021.

4.3. Organisation

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.

4.3.1. EMUNI Staff

EMUNI has 10 employees on 31 December 2021 corresponding to 8,55 FTEs. The personnel plan for 2021 foresees the average number of 10 employees. In the past year, EMUNI achieved its goal and increased the number of employees in the second half of the year, which relieved all employees, increased their job satisfaction, which directly affects the easier achievement of EMUNI goals.

From June to July 2021, EMUNI got an additional intern through a mentoring program for young unemployed candidates, the project is funded by the Employment Service of Slovenia.

Table 4.3.2.1.: List of employees by job position and organisation unit

Job Position	Organisation Unit	31 DEC 2021	Type of Contract	Source of Financing 2021
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	2	Contract of employment	MESS, other sources

Administrative assistant / manager	Education & Research	5	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		10		

Table 4.3.2.2: List of other contractors

Job Position / Field of work	Area	Type of Contract	Source of Financing 2021
Project Experts	FishAqu, AdapTm, MED2IaH, BLUES	Authorial work contract	Project Funds
Lecturers	Study prog. IBC	Authorial work contract	Tuition fees, Projects
External Experts	MPA	Co-operation contract	Other sources

4.4. Long-term / strategic goals of the EMUNI University

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

Table 4.4.1.

Long-term / strategic goal	Measures (tasks) for achieving long-term goals	Name of the indicator / indicators	Indicator baseline value in 2019	Indicator target value by 2024
Pursue goals set in the development	Continuation of analysing the past work at EMUNI, trends in the region, Slovenian and international area	Pursuit of EMUNI development strategy 2019-2024	YES	YES

strategy of EMUNI 2019-2024	Consolidation of EMUNI (personnel and finances)	Consolidated EMUNI	YES	YES
To implement accredited and notified post-graduate study programmes	Defining topics which are of interest for the Euro-Mediterranean area, defining partners who will co-operate in projects; accreditation, calls for enrolment, implementation of post-graduate study programmes	Number of accredited/notified post-graduate study programmes; valid accreditation of study programmes	Accredited / Notified 0/3	Accredited / Notified 4/6
To implement educational activities which complement EMUNI study programmes	Implementation of international summer schools	Number of summer schools	2	6
	Conclusion of bilateral Erasmus agreements	Number of Erasmus+ Students' mobilities for study	2	8
		Number of Erasmus+ Students' mobilities for traineeship	2	8
To strengthen and enrich EMUNI network	Consolidating cooperation with the network and seeking new competent members	Number of newcomers to the network	4	15
		Number of meetings of network members	1	6
To strengthen research work, related to education	Number of employed researchers in the EMUNI research group	Number of employed researchers	3	4
	Habilitation of academic staff	Number of habilitated academic staff	Full-time / contract 3/15	Full-time / contract 6/30
	Preparation and applications to coordination and research projects	Number of granted projects	3	10

To issue the international scientific journal IJEMS	Continued issuing of the journal IJEMS	Number of issued journals annually	2	4
To improve personnel structure	Increase the number of employees at EMUNI for the support and development of activities	Number of FTE employees	6	10
To achieve diversity in the financial resources structure	Obtaining various sources of financing for regular activities	Percentage of non-MESS resources in the total income mass	74%	85%

4.5. Long and short-term annual goals

The implemented work plan for the year 2021 is summarised in the table below.

Academic year 2020/21 lasts from 1 October 2020 until 30 September 2021 (Higher Education Act 32/2012-UPB7, Article 37).

Academic year 2021/22 lasts from 1 October 2021 until 30 September 2022 (Higher Education Act 32/2012-UPB7, Article 37).

Short-term goals in the educational field for 2021/22 are described in a more detailed way in Chapter 5.

Education activities

Table: 4.5.1.

Short-term goals	Indicator baseline value in 2018/19	Indicator target value in 2020/21	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2020/21 (achieved value of the indicator)	Explanation of the differences
Accreditation / notification of postgraduate study programmes	0	3	Development and design of programmes, preparation of the necessary documentation, submission for accreditation / notification	1	By the end of 2020 two study programmes were submitted for accreditation (PhD in Globalisation, Cultural Pluralism and Modern Societies on 20/11/2020, and MA in Kinesiology of Human Performance on 9/12/2020), and one was submitted for the notification (MA in North Africa and Middle Eastern Studies - NAMES on 17/12/2020). Due to unfavourable NAKVS opinion EMUNI withdrew the submission for accreditation of PhD in Globalisation, Cultural Pluralism and Modern Societies and MA in North Africa and Middle Eastern Studies. On 21 October 2021, NAKVIS granted accreditation to the MA in Kinesiology of Human Performance for an indefinite period.

Accreditation of study programmes for further training	0	1	Development and design of programmes, preparation of the necessary documentation, submission for accreditation / notification	0	The study programme for further training in Euro-Mediterranean Studies was submitted for its accreditation on 4/12/2019 (withdrawn and resubmitted on 20/11/2020 by NAKVIS's request). Due to unfavourable NAKVIS opinion EMUNI withdrew the submission for its accreditation.
Implementation of study programmes for further training	0	1	Implementation of study programme for further training: "Euro-Mediterranean Innovation and Entrepreneurship Diploma"	0	Not implemented due to Covid restrictions
Implementation of Master's study programmes	1	1	Implementation of Master's study programme "Intercultural Business Communication"	1	/
No. of Students at the Master's study programmes	1 st study year (9) 2 nd study year (0) Graduate year (1)	1 st study year (10) 2 nd study year (0) Graduate year (4)	Students enrolled in the Master's study programme "Intercultural Business Communication"	1 st study year (10) 2 nd study year (0) Graduate year (4)	/

No. of Students at the study programmes for further training	0	8	Students enrolled at study programme for further training: "Euro-Mediterranean Innovation and Entrepreneurship Diploma"	0	Not implemented due to Covid restrictions
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Table: 4.5.2.

Long-term / strategic goal	Short-term goal for 2021	Measures (tasks), necessary for the realisation of the short-term goal	Name of the Indicator	Indicator baseline value in 2020	Indicator target value in 2021	Planned source of financing
Implementation of international educational activity, which completes academic activities	Access to e-library	Acquire the access to online bases	Access to online databases beyond open sources ones	NO	YES - access of the database SpringerLink	Ministry of Education, Science and Sport
	Access to an existing library	Access to a public library	Access granted and NUMBER	YES, Library of University of Primorska	YES, Library of University of Primorska	Ministry of Education, Science and Sport

	Basic own library	Building up an own basic library	Number of purchased / received publications (books, periodicals)	Some, exact number unknown	Some, exact number unknown. Access to EMUNI archive of books and periodicals	Other sources
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EMUNI summer schools

Table: 4.5.3.

Short-term goal	Indicator baseline value in 2019/2020	Indicator target value in 2020/2021	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2020/2021 (achieved value of the indicator)	Explanation of the differences
Blue Economy Summer School	30	37 students	Implementation of a Summer School	Accomplished	Summer School implemented online, enabling a higher number of students to attend
Healthy and Active Lifestyle	14 students	0 students	Implementation of a Summer School	Not accomplished	Not implemented due to COVID-19 crisis

Research

Table: 4.5.4.

Short-term goal for 2021	Indicator baseline value in 2020	Indicator target value in 2021	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2021 (achieved value of the indicator)
Conducting research within nationally funded project	YES	YES	Work on the approved project by ARRS	ACCOMPLISHED, project by ARRS
Conducting research within international projects (Horizon, Bluemed, PRIMA)	YES	YES	Work on the approved projects Vision, FishAQU, Involve	ACCOMPLISHED, projects Vision, FishAQU, INVOLVE
Conducting research in EU projects	YES	YES	Implementation of the existing projects and successful applications for new ones	

Erasmus+ programmes

Table: 4.5.4.

Short-term goal for 2021	Number of new Application(s)	Number of Granted Application(s)	Names of Application(s)
Norway Grant	1	0	- IMPACT
Application of the Jean Monnet Module	1	0	- InnerHealth
Application of the Jean Monnet Centre of Excellence	1	1	- Jean Monnet Centre of Excellence on Sustainable Blue Economy CoESUBE

Application of the project on Capacity building in the field of H.E.	n/a	0	-
Application of the individual mobility	1	1	- Mobility project for Staff and students in Program countries KA1-113
Application for the research Project Horizont 2020	1	0	- Understanding Digital Transformation from the Perspective of Marginalised Persons
EIT HEI Initiative	1	0	- Bridging the Experience Gap in Innovation and Entrepreneurship
Knowledge for Alliance	1	TBC	- ESCALATE
Application of the Strategic Partnerships for higher education	2	0	- Cultural Studies in Business Reloaded, Transforming Education through Human-centered Blended Learning
TOTAL NUMBER	9	2+1(TBC)	

Events, where EMUNI is a (co)organiser

Table: 4.5.5.

Short-term goal for 2021	Indicator baseline value (year and value)	Indicator target value in 2021	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2020 (achieved value of the indicator)
Implementation of national and international events	2020, 200	2020, 200	EMUNI annual conference, Slovenia	NOT ACCOMPLISHED
Activities, related to VISION project:	2020, 2 / 2021, 10	2020, 1 / 2021, 11	Implementation of foreseen project activities physically / virtually	ACCOMPLISHED
Activities related to the MED2IaH	2020, 4 / 2021, 0	2020, 0 / 2021, 7	Implementation of foreseen project activities physically / virtually	ACCOMPLISHED with modification
EMUNI round tables	2020, 2	2020, 1 / 2020, 1	Implementation of foreseen project activities physically / virtually	ACCOMPLISHED with modification
Activities, related to AdapTM Project	2020, 2	2021, 1	Organisation of Final conference and project meeting at EMUNI	ACCOMPLISHED

Other international activities

Table: 4.5.6.

Short-term goal for 2019	Completed missions in 2021	Measures (tasks), necessary for the realisation of the short-term goal
Participating in meetings, events and representing EMUNI	2021, 8	Missions to Euro-Mediterranean institutions
Participating in meetings, events and representing EMUNI	2021, 9	Missions to EU institutions
Participating in meetings, events and representing EMUNI	2021, 3	Missions to National institutions
Participating meetings, events representing EMUNI	2021, 10+	Missions to other Mediterranean countries

Scientific Journal IJEMS

Table: 4.5.8.

Short-term goal for 2020	Indicator baseline value (year and value)	Indicator target value in 2021	Measures (tasks), necessary for the realisation of the short-term goal	Realisation in the year 2018 (achieved value of the indicator)
To ensure the publishing of IJEMS with 2 quality issues per year	2020, 2	2021, 2	New production editor, transition to online submission system	ACCOMPLISHED, 2 issues of IJEMS were published

5. ACADEMIC YEAR 2020/2021

5.1. Master's study programme Intercultural Business Communication (IBC)

5.1.1. Enrolment

Academic Year 2020/2021

1st Study Year: In total, 10 new students were enrolled into the 1st Study Year of the Academic year 2020/2021.

2nd Study Year: No students were enrolled into the 2nd Study Year.

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 was extended the student status upon the decision of the CSSA.

Academic Year 2021/2022

1st Study Year: In total, 3 new students were enrolled into the 1st Study Year of the Academic year 2021/2022.

2nd Study Year: Nine out of ten students from the 1st Study Year successfully transferred to the 2nd Study Year.

Graduate Year: There were no enrolments in the Graduate year.

5.1.2. Implementation

Academic Year 2020/2021

1st Study Year: In the Academic Year 2020/2021 only one 4-week face-to-face period at EMUNI was implemented for the IBC programme because of the COVID-19 pandemic and relative restrictions. The face-to-face period was held in April 2021, while most of the programme (75-85%) was 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. In November 2021 three additional courses were delivered: namely 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 Intercultural Negotiations course started in January 2021, followed by Internet Marketing in February 2021 and the course of Italian Culture which began in April 2021.

There were three Exam Periods in the Academic Year 2020/2021. The duration of the first exam period was from 28 December 2020 to 10 January 2021, the second exam period was held from

14 June 2021 to 11 July 2021 while the third took place between 23 August 2021 and 19 September 2021.

Academic Year 2021/2022

1st Study Year: The Academic year started in October 2021. Due to the low number of students enrolled into 1st Study year (3), the Academic Senate decided to exceptionally adopt changes to the implementation of the First Study year. Students from the 1st year joined the 2nd Study year students for three courses, namely Intercultural Marketing, Web Content Management, and Internationalisation Strategies. The Academic year started with online implementation of the following courses: English Language I, Italian Language I, Web Content Management, Internationalisation Strategies; with the addition of the extra-curricular course on Academic Writing skills & Basic Research. After the 1st exam period, the courses on Intercultural Marketing, English Culture and Italian Culture will be implemented. Students will reach Piran in May 2022 for a 5-weeks face-to-face period. A face-to-face period in autumn 2021 was not planned, due to difficulties in obtaining visas for the students.

2nd Study Year: The Academic year started in October 2021 with a 6-weeks face-to-face period. The implemented courses were English Language II, Italian Language II, Web Content Management, Internationalisation strategies and the extra-curricular course on Research Methodology in Social Sciences. From mid-November to mid-January, the students attended an online teaching period. After the 1st exam period, students will attend the courses on Intercultural Marketing, in addition to Italian Language II and English Language II courses. In the period between mid-February to the end of August 2022, students are expected to perform an internship in the total amount of 200h. Students will reach Piran in May 2022 for the 5-weeks face-to-face period, along with their 1st year colleagues.

There are three Exam Periods planned in the Academic year 2021/2022. The first one from 17 January 2022 to 11 February 2022, the second one from 6 June 2022 to 1 July 2022 and the third one from 22 August 2022 to 16 September 2022.

5.1.3. Graduations

There were no graduations in 2021.

International collaboration activities

In total, three IBC students conducted a KA103 Mobility in the Academic year 2020/21. Detailed information is described in chapter Erasmus Mobility 6.3.6. of this document.

In 2021 staff from EMUNI's Education Department visited the University of Urbino Carlo Bo, with which EMUNI has a collaboration agreement for the purposes of notification and implementation of the IBC programme. A renewal of said agreement was discussed, and it is likely to be finalised in the early months of 2022.

In addition to Slovenian teachers, many international teachers were involved in the IBC Study Programme, both in the 2020/2021 and 2021/2022 Academic years, consistent with the strategy of internationalisation of Slovenian higher education.

- Prof. Emerit. Dr. Michael Byram (Durham University, UK),
- Assist. Prof. Dr. Elisabetta Pavan (University of Padova, Italy),
- Assist. Prof. Dr. Plamen Mirazchiyski (Pedagogical Institute in Ljubljana and INERI International Institute for Research and Evaluation in Education, Slovenia),
- Lect. Anta Marie Selec (University of Banja Luka, Bosnia and Herzegovina),
- Lect. Maja Vranješ (University of Trieste, Italy).

5.2. Master in Public Administration in the Post-Crisis Era (MPA)

In 2020, EMUNI, in partnership with a leading online education provider, Wiley, and social entrepreneurship scheme “e-Learn Africa” (eLA), started developing a new study programme Master of Public Administration in the Post-Crisis Era. The programme is designed to harness the latest knowledge of online teaching and cutting-edge technology and was developed to be offered entirely online as part-time study. The 60-ECTS, competence-based programme was 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, in particular students from across the Mediterranean region and the African continent.

Key features of the programme:

- Contemporary approaches and practices in public administration with an emphasis on emerging trends at the national, regional, and international levels the in post-Covid-19.
- Practice-oriented approaches, focussed on applied aspects of public administration, while grounded in sound theoretical work.
- State-of-the-art online teaching methods and educational aids, providing a rich and interactive learning experience, while allowing students the flexibility to manage their own learning plan and schedule.
- Driven by the Sustainable Development Goals and empowering the individuals to be an engine of positive change in the transition towards sustainability.

5.2.1. Implementation and enrolments

In 2021, the development of the foundation course was completed, and two elective courses were developed, and the first candidates applied to the programme, however the partnership with eLA faced obstacles as they failed to realise their commitments as per the signed agreement, including marketing of the programme and recruiting candidates. EMUNI is seeking ways of continuing the programme with the materials produced thus far as well as seeking to develop them further. One tangible action of the partnership is the development of an application for the Erasmus+ CBHE call for the year 2022.

5.2.2. International collaboration activities

The programme will target students across Africa. The teachers are both from the EU and the African continent. The content developed so far involved academic faculty from several African countries.

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

5.3.1. Accreditation

KHP is a 2-year Master's study programme, which was developed in collaboration with the Science and Research Centre of 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. On 21 October 2021, NAKVIS granted accreditation to the study programme for an indefinite period.

5.3.2. Implementation and enrolments

The programme is going to be implemented under the framework of the Euro-Mediterranean Postgraduate School in the Academic year 2022/2023. A minimum of 10 enrolled part-time students will be needed to run the programme.

5.4. Doctoral study programme in Globalisation, Cultural Pluralism and Modern Societies (GCPMS)

5.4.1. 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. In October 2021, NAKVIS issued its opinion on the programme, pointing to various weaknesses of the programme's design and unaddressed challenges in its implementation, but also disregarding EMUNI's nature as a network of universities (cooperation with another institution was treated as a significant weakness). According to NAKVIS' opinion, the programme requires major adjustments and significant additional preparatory efforts. Due to the very short time allowed by NAKVIS for addressing the comments and the unfavourable limiting budgetary circumstances for the programme implementation, it was decided to not adjust this application to accommodate the requested changes. A response has been submitted to NAKVIS in due time, including a rebuttal of the erroneous findings. Looking ahead, EMUNI intends to explore EMUNI's partner institutions' interest to build a (new) PhD programme, based on the outline below, and to be resubmitted for accreditation in a new procedure. The condition for re-application is that a committed academic is found, acting as the programme coordinator.

5.4.2. Implementation and enrolments

The programme will not be offered in the next academic year.

5.5. Study programme for further training in Euro-Mediterranean Innovation and Entrepreneurship Diploma (EMIE)

5.5.1. Enrolment

In the Academic year 2020/2021 this non-degree study programme for further training in Euro-Mediterranean Innovation and Entrepreneurship Diploma (EMIE) was not implemented due to the Covid travel restrictions since the programme requires students' physical presence and numerous site visits.

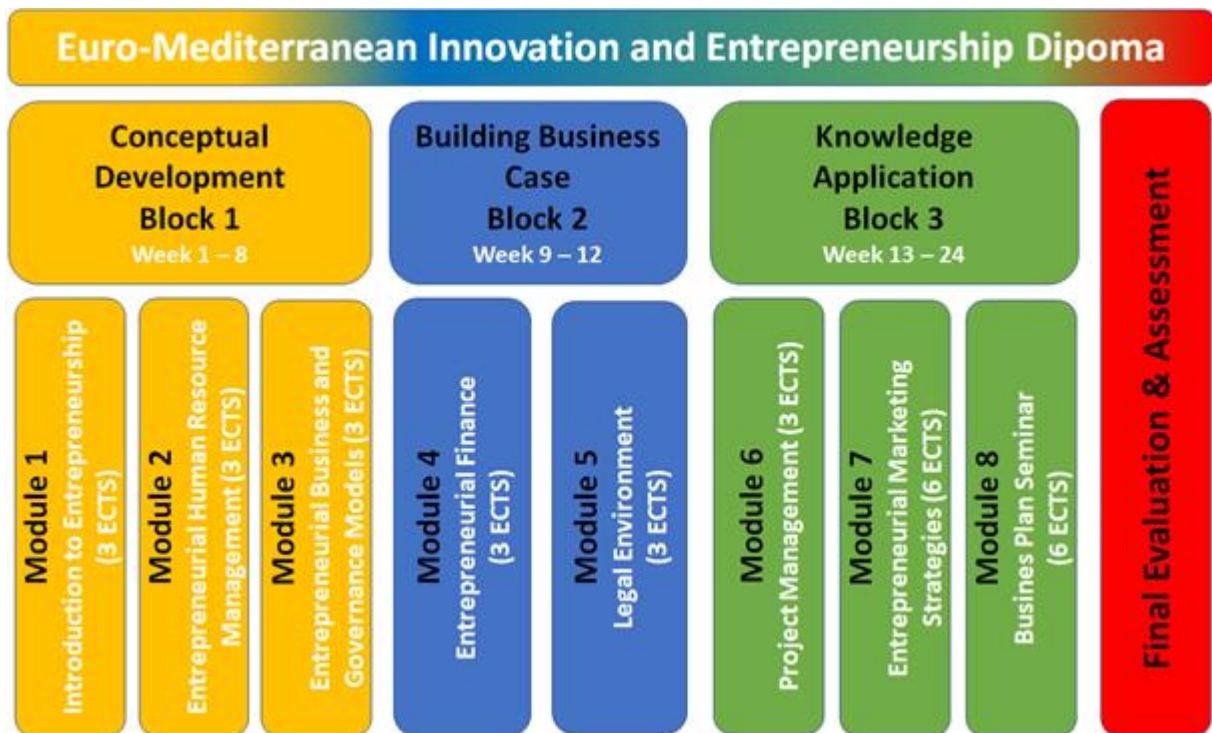
5.5.2. Implementation

The programme was planned to be implemented as a blended learning programme with a 2- to 3-week face-to-face period at EMUNI in June/July 2021. Between 1 March 2021 and 30 April 2021, the first three online courses were supposed to be offered: Introduction to Entrepreneurship, Entrepreneurial Human Resource Management and Entrepreneurial Business and Governance Models.

These courses were planned to be followed by two blended learning courses: Entrepreneurial Finance and Legal Environment from 3 May 2021 to 11 June 2021, with the face-to-face and online implementation in the student's origin countries in collaboration with partners of the EMUNI network.

The last three courses: Project Management, Entrepreneurial Marketing Strategies and Business Plan Seminar plus 2-3 field visits and the final assessment and evaluation were also planned to be implemented as blended learning from 14 June 2021 to 27 August 2021 with the face-to-face period at EMUNI in June/July.

Figure 5.6.2.1.: Structure of the Euro-Mediterranean Innovation and Entrepreneurship Diploma study programme



International collaboration activities

Partners of the programme are the following:

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

5.6. Study programme for further training in Euro-Mediterranean Studies (EMS)

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 on NAKVIS' decision of rejection and on 10 October 2018 the appeal was positively evaluated by the Appeal Commission at NAKVIS (with a notice to EMUNI on 8 January 2019). Pursuant to the final decision of the Appeal Commission, NAKVIS must now 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 to meet the 6 priority pillars of the Union for the Mediterranean, which also represent the fundamentals/bases of the EMS programme. Updates are undergoing also to offer 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 EMUNI network. Moreover, most of the EMS courses have two course holders or collaborators, one national, from Slovenia and one international, from the Euro-Mediterranean 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):

Obligatory Course:

- EMS01 – Principles of the EuroMed Partnership (6 ECTS)

Elective Courses:

- EMS02 – Internationalisation of Higher Education (6 ECTS)
- EMS03 – Euro-Mediterranean Economic Relations (6 ECTS)
- EMS04 – Security and Social Order (6 ECTS)
- EMS05 – Multicultural Societies (6 ECTS)
- EMS06 – Sustainable Tourism and Cultural Heritage (6 ECTS)
- EMS07 – Sustainable Development in the EuroMed Context (6 ECTS)
- EMS08 – Human Resource Management and Capacity Building in the EuroMed Region (6 ECTS)
- EMS09 – Digital Society (6 ECTS)
- EMS10 – Business Finance in the International Environment (6 ECTS)
- EMS11 – Creativity and Innovation in Entrepreneurship and Business (6 ECTS)
- EMS12 – Management and Leadership (6 ECTS)
- EMS13 – Marketing in Small and Medium Enterprises (6 ECTS)
- EMS14 – Healthy and Active Lifestyle (6 ECTS)

The 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. On 12 October 2021, EMUNI received an unfavourable evaluation of the programme by NAKVIS. The opinion points to the weaknesses in the structure of the programme, which largely overlap with the evaluation of the doctoral programme. In the limited time allotted to address the weaknesses, the priority was given to the doctoral programme, in reason of its greater prominence. The evaluation was rebutted to the extent that it misunderstands EMUNI's nature and makes wrong assumptions, but in the limited time frame the programme will not be revamped to conform to the points raised.

5.7. Euro-Mediterranean Postgraduate School (EMPoS)

5.7.1. 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.

5.7.2. EMPoS Study Programmes

The first two programmes of the EMPoS, one Master programme (KHP - see chapter 5.4) and one PhD programme (GCPMS - see chapter 5.5) were developed, adopted by the EMUNI Senate in 2020 and submitted for their accreditation in November and December 2020. The Master programme was accredited by NAKVIS and will be offered already in the Academic year 2021/2022.

5.8. Summer School on Blue Economy in the Euro-Mediterranean Region

The 2021 (4th) edition of the Summer School on Sustainable Blue Economy was prepared to take place in the face-to-face format but was then transformed into an online format due to the uncertainties related to the pandemic. The Summer School took place between 7 and 22 June and encompassed online guided self-study, interactive lectures, and teamwork. 38 participants from 18 countries were present. The Summer School was jointly organized between EMUNI and OGS. Lecturers and experts were from various institutions across the region. The Summer School was implemented as part of the Jean Monnet Module titled BLUES - the Blue Economy and Sustainability - the EU and the Mediterranean (<https://emuni.si/projects/blue-economy-summer-school/>), awarded to EMUNI for a period of three years (2020-2023).

The next edition of the Summer School is foreseen in the period from 9-13 May 2022.

6. RESEARCH AND OTHER PROJECTS

6.1. Project by the Slovenian Research Agency

The fundamental research project titled “Evaluating environmental and sustainability transformation”, funded by the Slovenian Research Agency explores the recent EU and transnational regulatory actions, which aim at the purported green transition and evaluates its progress in relation to the concept of sustainability transformation and transformative change. The project is led by Dr. Jerneja Penca, as the PI, and 2 researchers from the Faculty of Social Sciences of the University of Ljubljana.

The project runs for 3 years from 1. 9. 2020 until 31. 8. 2023.

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

6.2. Project LabMAF by Bluemed

The project LabMAF - Developing a Labelling Scheme for Mediterranean Small-scale and Artisanal Fishery Products, led by Dr. Jerneja Penca and financed by the 2018 Bluemed Start-up call, concluded at the end of 2020, and presented at the Final conference of the Bluemed initiative on 24. 2. 2021. All the information on the project is available at a dedicated website www.labmaf.eu and www.labmaf.com, which will remain available for 5 years after the end of the project.

6.3. Erasmus+ projects

In October 2021 EMUNI celebrated Erasmus Days by organising four online events, of which two promoted the VISION project. The events “Guide into the Future Now” and “Digital transformations” brought together all partners from the VISION project and many experts from the field of Innovation, Entrepreneurship and Creativity, 216 participants followed this event. An Event connected to the project “Internationalisation at home in the Mediterranean region” with the title: “Euro-Mediterranean countries – the cultural diversity and student cooperation challenges”, attracted the attention of 99 participants.

To promoting Erasmus+ mobility projects, a "Student Round Table on Mobility Challenges and Opportunities" was organised, attended by 30 participants, mainly EMUNI students and students from partner institutions.

The contribution of the FishAQU project to the Erasmus Days in 2021 was the development of an online quiz at the website of the project - www.fishaqu.eu, which was distributed to the students at the universities participating in the project.

6.3.1. 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 to sustainable development and is based on building capacity in the field of emerging technologies in environment change management in a competency-based education system, in line with the Bologna Declaration. The development of a programme is the result of a 3-year Erasmus+ grant obtained by a consortium of participating universities. In 2021, staff and student mobilities were implemented successfully and the final project conference was hosted by EMUNI in Piran, from 12 to 14 July 2021. The book “ [Climate Change Management through Adaptation and Mitigation](#)” was presented at this event. The European Commission evaluated the Project implementation as Good.

6.3.2. 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- FishAqu”

The project is developing a Master’s degree programme on Sustainable Management of Fisheries and Aquaculture (SMFA) primarily in Egypt. All participating organizations will modify the existing programmes in fisheries and aquaculture sciences and bring them nearer to the newly developed programme (by implementing similar modules, 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 conclude at the end of 2022.

In 2021 the curricula for the master programme were finalised, alongside the accreditation procedures in Egypt, and the first cohort of students were enrolled in the 1st year of the study programme at the participating Egyptian universities.

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

6.3.3. 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 Medeterranean 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.

From February to April 2021 we developed and implemented 4 Webinars (Internationalization of formal curriculum; Global skills development in a local context; Virtual mobility; Campus diversity and intercultural engagement), full report [LINK](#). On those topics, each of 12 SouthMED universities organized 2 roundtables. The webinars had a turnout of 1294 participants,

composed mainly of academic and administrative staff, while roundtables saw the participation of 2108 participants (university staff, students). Full report [LINK](#).

EMUNI created the MED2IaH e-learning platform, where all webinars and other courses are available open access, 10 courses all together.

Since the beginning of the Med2IaH project, EMUNI work was focused on the data collection and each partner university prepared a self-evaluation on internationalization, the SWOT analysis and the strategic and action plan 2021 – 2023.

More information about the project is available on the: [LINK](#).

EMUNI is the coordinator of the MED2IaH project.

The project started on 15 January 2020 and runs until 14 January 2023.

6.3.4. 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). The project’s specific objectives are to:

- I. Co-create forward-looking knowledge on the role of education for creativity, innovation, and entrepreneurship with a focus on four challenges and opportunities, such as digital transformation and skills alignment with the future of work.
- II. Develop a series of user-friendly and practical materials to support educators (teachers, trainers, professors, tutors, mentors, coaches) to be future ready now, embracing the dynamic and constantly evolving content and tools shaping their work.
- III. Ensure that knowledge remains relevant and up to date, contributing to the preparation and implementation of EU programs and policies beyond 2020.

After a successful first year of the project and achieving all the set results VISION partners are continuing at the same pace in the second year of the project. EMUNI started the year by organizing the Integration VISION Digital Workshop, where we shared the outcome of the first year of work with 25 experts and policy makers in the field.

The project partners published four scientific articles and the first draft of the VISION book. At the end of March 2021, the book was shared with all partners, interviewees, and stakeholders to collect feedback and improving it. The next four digital workshops and four webinars to be held by the end of the year were also organised with partners. Achievements are also presented at conferences, webinars and published in various newsletters.

After meeting all the set goals, the project was successfully completed on 31 December 2021. The report will be submitted to the European Commission in the first months of 2022.

In 2021, EMUNI organized 25 different meetings within the consortium. December 9 and 10 were reserved for the final meeting together with the public event, EMUNI made all the

preparations for the UfM-hosted event in Barcelona, but due to the Covid situation it was decided to organize a virtual event.

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

6.3.5. INtegration of sustainable deVeLopment goalS in uniVeRsities for better climate change management – INVOLVE

In 2021, the project INVOLVE (**INtegration of sustainable deVeLopment goalS in uniVeRsities for better climate change management – INVOLVE**) started. Its goals are to strengthen the role of the Egyptian universities in the achievement of the environmentally Sustainable Development Goals – or “SDGs” – through enhancing their organisational 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.

EMUNI participated at the kick-off meeting, prepared the Communication Strategy, and supported the preparation of the project website. At the end of June, Alexandria University, the coordinator of the project, informed the consortium of the administrative complexities which brought the project to a halt and suspended its activities until further notice.

6.3.6. Erasmus+ Mobility for Staff and Students KA103 and KA107

In 2021 EMUNI successfully applied for a KA131 Project for Erasmus Mobilities for staff and students between programme countries. In total, 12 mobilities were granted to EMUNI.

In 2021 EMUNI started using the digital dashboard for inter-institutional agreements, in line with the strategy of the European Commission for the period from 2021 to 2027. However, the current Inter-institutional agreements can be prolonged by the end of academic year 2022/23.

In 2021, EMUNI has signed 2 inter-institutional agreements with new partners from programme countries, for the new period. Also, EMUNI has digitally renewed one agreement with an existing partner from a programme country, which is also a member of the Inner circle. In addition, EMUNI signed an agreement with a new partner institution from a South Mediterranean country.

In 2021, two EMUNI students conducted a 2 Month traineeships mobility in Belgium and one student has performed a 3 Month traineeship mobility in France. All three student mobilities concluded successfully.

In the spring semester 2021 EMUNI hosted 1 student from Turkey on a study mobility at the IBC Master’s study programme. In autumn 2021, another student from Turkey has successfully performed a 2 Month traineeship mobility at EMUNI, mainly working in the Project’s and Educational departments.

EMUNI staff has implemented three staff mobilities for training between the programme countries, from which 2 mobilities were conducted in Italy and one in Serbia.

In 2021, EMUNI staff have participated in numerous mobilities between programme and partner countries, namely as:

- Two outgoing staff mobilities for training in Lebanon,
- One outgoing staff mobility for teaching in Egypt,
- Two outgoing staff mobility for training in Egypt,
- Two outgoing staff mobilities for training in Morocco.

EMUNI has organised and implemented 2 virtual incoming mobilities for training from Tunisia and two incoming mobilities for training at EMUNI, from Egypt.

By the end of 2021 EMUNI successfully implemented all the mobilities available within the project 19-107-060269. A report is prepared for submission in early 2022.

6.4. New Application for the Erasmus+ Jean Monnet Centre of Excellence

In 2021 EMUNI submitted a project proposal to establish a Centre of Excellence on Sustainable Blue Economy. The application was selected for funding. The project's purpose is to foster interactions in the knowledge triangle related to the theme of blue economy, both in how they unveil in the EU countries and in relation between the EU and the Mediterranean. The Centre of Excellence is expected to act as a focal point of competence and knowledge at the intersection of sustainability and blue economy.

The project is timely and in line with the EU's strong commitment to transforming the marine and maritime sector towards sustainable development (in 2021 the EU proclaimed the seas and oceans as central and indispensable to the accomplishment of the EU's strategic agenda – European Green Deal). Green transition, including for seas and oceans, has also been made one of key pillars for the EU's vision for a strengthened Mediterranean partnership.

The Centre of Excellence will be led by Dr. Jerneja Penca. It will build on the collaborative, inter-institutional and region-wide approach that is ingrained in the nature of the Euro-Mediterranean University. It foresees cooperation of several institutions specialising on issues of the blue economy, and involves profiles from domains of marine sciences, governance, and arts.

Over three years, the project will implement research and educational activities as well as provide timely science advice to policy and will engage the local public. It will address researchers, higher education teachers, educators, policymakers at both national and regional levels, local stakeholders, and citizens.

The project will start on 1 February 2022 and will last for three years.

6.5. Application for Erasmus+ Jean Monnet Module

In 2021 a project application, prepared in cooperation with professor Mateja Vadnjak for a Jean Monnet Module under the title “InnErHealth” was submitted. The proposed international summer school Innovation, Entrepreneurship and Healthy Lifestyle (InnErHealth) aimed to provide students with an understanding of the current economic challenges facing the European Union, with the emphasis on the EU issues to watch in 2021. The application was rejected; however, it will be a good base for next year's application.

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

In 2021 EMUNI applied under the call Cooperation partnership with two project applications: “Cultural Studies in Business Reloaded” where we applied as a partner together with University of Split. The second proposal “Transforming Education through Human-centred Blended Learning” EMUNI applied as a coordinator, given the quality of the application and the strong consortium (University of Primorska, National and Capodistrian University of Athens, ISPIM, Inffora), we were expecting that project will be granted. Unfortunately, due to small budget, dedicated to this call by National agency CMEPIUS, the project was put on the reserved list.

7. OTHER INTERNATIONAL ACTIVITIES

Due to its establishment and operation, EMUNI is embedded in the broad international institutional framework. This brings with its obligations to participate in the meetings, conferences, and other international events, directly related to the areas of work and research of EMUNI.

Events where EMUNI is a (co)organiser

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

Missions to Euro-Mediterranean institutions

EMUNI was established as one of the six key initiatives of the Union for the Mediterranean to cover higher education and research. It is important to keep continuous and productive relations with the Euro-Mediterranean institutions, since EMUNI is discussing and pursuing their agenda as well. Therefore, EMUNI conducts numerous missions and meetings with representatives of different institutions (e. g. Union for the Mediterranean, Mediterranean Citizens’ Assembly Foundation, EMUNI academic partner institutions and relevant stakeholders, EuroMeSCo, IEMed etc.).

Missions to EU institutions

EMUNI is running important European projects and is thus coordinating very much with the EU institutions not only on the administrative level but also to ensure a dialogue with the policy

level. Moreover, since EMUNI also represents the Euro-Mediterranean platform, it is an important speaker for EU institutions.

Missions to National institutions

Attempting to act as a promoter of Slovenia in the Euro-Med region, and in view of cooperating on the implementation of the Slovenian foreign policy agenda (in the Positive Agenda for Youth initiative) EMUNI needs to be in contact with the national environment. To maintain these connections, missions are essential for building relationships.

Missions to other Mediterranean countries

EMUNI has more than 133-member institutions from 33 (Euro-)Mediterranean countries. It is a hub of ideas between the EU, Middle East, and the Mediterranean. In the interest of maintaining the role it has, and expanding it, EMUNI staff need to occasionally represent EMUNI in selected events across the institutions.

7.1. EMUNI Annual Conference

The EMUNI Annual Conference 2021 under the title “Higher Education in the COVID Era: Shaping the Future of Euro-Mediterranean Institutions” was held on 14-15 September 2021 in Piran, Slovenia.

The conference discussed the transformation of the higher education sector triggered by the outbreak of the Covid-19 pandemic. The discussion, organised into three panels, tackled the questions of the impact of the pandemic on the digital readiness of the higher education institutions, prospects for their greater internalizations and closer regional connectedness. The conference reflected on various institutional and policy approaches that are happening or could happen, with a view to building a resilient and meaningful higher education sector in the region.

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

8. PUBLICATIONS

8.1. Scientific journal IJEMS

EMUNI has been publishing the International Journal of Euro-Mediterranean Studies (IJEMS) since 2008. The journal’s purpose is to foster research and scholarly cooperation in topics related to the Euro-Mediterranean region, as well contribute to capacity building of the scholars and their experience with academic publishing. In 2021, the journal made important progress transitioning to a full online submission system, available via ijems.emuni.si. The journal has renewed its Advisory Board, which continues to be diverse in terms of geographic and disciplinary composition. Dr. Jerneja Penca continues to act as the Managing Editor within a 4-member editorial board and supported by a professional production editor. The number of submissions has increased in 2021, of which fall within the scope of the journal. 2 issues have been published in 2021.

9. OTHER SERVICES

9.1. Library and e-library

EMUNI University started with the procedure of compiling its library through acquiring the adequate number and selection of literature relating to its fields of interest in 2013. Due to very high fees to secure access to electronic databases, EMUNI is not able to have access to any payable database or ensure access on distance. Instead, it has clustered free available online databases and resources into a mini e-library as well as an EMUNI's book archive with about 1000 units has been established. EMUNI University also offers to its students access to books and journals from local libraries and higher education institutions. Agreements for access to the Library of the University of Primorska, Library of the Science and Research Centre Koper and the Central Library Srečko Vilhar Koper have been signed, through which the selection of study books is extended and the option for sources and literature enriched. More agreements are going to be signed in 2022 with EMUNI's partner institutions within the framework of collaboration on postgraduate study programmes and students' exchange planned soon with the accreditation of EMUNI's new study programmes.

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

EMUNI has also been granted access to the detector of similar contents, a plagiarism software that is intended to be used by all teachers and thesis supervisors in the process of revision and evaluation of students' written works.

In 2021 EMUNI entered a consortium of Slovenian higher education institutions, under the leadership of CTK (Central Technical University), to receive a subsidy for the access to the SpringerLink database. The contractual arrangements were finalised at the end of 2021 to prepare for a smooth access to SpringerLink in early 2022.

9.2. Social media

By 2021 promotion of EMUNI's activities on social media has become an integral part of EMUNI's communication. EMUNI's goal of reaching prospective students and institutional partners is in part fulfilled by updating EMUNI's profiles on a variety of social media platforms. With many people across the Euro-Mediterranean using social networking platforms to receive regular updates on their areas of interest, EMUNI's channels and profiles complement and drive traffic to the steady flow of updates on EMUNI's website. Social networking platforms also contribute to the projection of EMUNI's image as accessible, transparent, and active. Social media allows to draw attention to high-profile collaborations with a variety of partners both on project management and academic affairs. Recently EMUNI has understood the importance of platforms like Instagram to reach the target demographic for its postgraduate programmes, subsequently investing more efforts in bolstering content creation and engagement on this platform. Moreover, with a moderate investment in targeted advertisement on social media, EMUNI can reach an even broader audience and harnessing the potential of social media platforms' algorithms to improve its visibility with a receptive audience. Social media is used

regularly to promote projects, partnerships, mobilities as well as showcasing the opportunities EMUNI makes available for its students.

Facebook

The EMUNI Facebook page works as an extension of EMUNI's website. Most updates to the EMUNI website are also published as Facebook posts. This brings the news of EMUNI directly to Facebook users. Updates are mainly delivered with a link to the EMUNI website news items. The EMUNI Facebook page has 4.401 followers in 2021 and acquired 150 new followers in comparison to the previous year. The percentage of people reached via Facebook in 2021 was 138% higher than the previous year, although engagement declined 35%. In 2021 EMUNI experimented with new approaches and more engaging content, moreover, EMUNI is currently working on a more cohesive and structured communication strategy to increase its outreach. (www.facebook.com/emuni.university).

Instagram

EMUNI's Instagram profile underwent an overhaul in the last quarter of 2021, with the objective of improving EMUNI's presence on this platform, the inability to share direct links to the website requires a bespoke strategy that is currently being devised and should come to fruition in 2022.

YouTube

In 2021 EMUNI revived its YouTube channel that had been neglected for some time. The cache of footage recorded during webinars, zoom conferences and public lectures has been made accessible through the YouTube channel and its contents reiterated on EMUNI's website as well as promoted through EMUNI's social media pages.

Promotional Publications

In 2021 EMUNI also issued four E-newsletters, one for each quarter, providing a summary of relevant updates on EMUNI's activities. Concomitantly, news, updates, and calls to action to EMUNI-led projects have been regularly disseminated throughout the network of institutional partners. In the beginning of 2022 EMUNI began a new digital marketing strategy. It is expected that it will increase the number of students applying for the study programmes.

9.3. PR Relations

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

EMUNI regularly informs the public about important events. In addition, informing is done through public engagement in the activities of the university (roundtable discussions, press conferences, etc.). Public Relations are 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 2021 we continued to inform the public about the activities and events of EMUNI albeit

within the constraints of the Covid-19 pandemic. In relation to public relations activities, EMUNI's contact network is regularly enriched with new additions.

In 2021 the success of the Annual Conference, held in person in September, was a visible achievement in terms of networking, advocacy, and public relations. At the same time, the attention that Mediterranean affairs continue to draw, places EMUNI in a privileged position to interact with decision-makers. This is exemplified by the visit EMUNI received from a delegation of members of the Senate of the French Republic and the on-line meeting held between EMUNI's President, Head of Academic Affairs, and the delegates to the European Council Working Party on Maghreb/Mashreq (MaMa), and sustained discussion and collaboration with the Slovenian Ministry of Foreign Affairs.

9.4. IT services, technical support, and information communication technologies

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

Support services are being carried out in different areas:

- Support and maintenance of the computer solutions;
- Information and communication services – maintenance of the information infrastructure;
- Office and business systems;
- Information security;
- Online marketing activities;
- Graphical design.

10. INVESTMENTS AND INVESTMENT MAINTENANCE

No investments were made in 2021.

11. EXPLANATIONS REGARDING AREAS WHERE OBJECTIVES HAVE NOT BEEN ACHIEVED

In 2021 EMUNI University was more successful in comparison to previous years, however, some goals were not fully achieved due to various factors, such as restrictions in travel due to COVID-19, human and financial resources limitations etc.

When it comes to accreditation of study programs one of the three submitted programmes was accredited. Due to unfavourable NAKVIS opinion, EMUNI withdrew the submission for accreditation of PhD in Globalisation, Cultural Pluralism and Modern Societies and MA in North Africa and Middle Eastern Studies. On 21 October 2021, NAKVIS granted accreditation to the MA in Kinesiology of Human Performance for an indefinite period.

In the year 2021 the Euro-Mediterranean Innovation and Entrepreneurship (EMIE) programme for further training was not conducted due to the restrictions posed by the COVID pandemic, since the programme requires physical presence and site visits.

12. ASSESSMENT OF BUSINESS EFFECTS OF HIGHER EDUCATION INSTITUTIONS ON OTHER AREAS

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

In 2021, EMUNI, while adjusting to the impacts of the pandemic, consolidated its work onto the priority areas, as determined by the President of EMUNI, who defined sustainable development, entrepreneurship, innovation, and management of higher education as priority areas. These topics are integrated into the context of EMUNI summer schools/courses, developing study programmes, research, collaboration projects, participation at events and staff mobility. In all these activities, attention is paid to the horizontal aspect of fostering a Euro-Mediterranean intercultural dialogue. EMUNI already serves as a centre for the creation of institutional networks, exchange of students and projects in the Euro-Mediterranean region. With the personnel mobility program the process of intercultural exchange is getting positive impacts on both sides, host, and guest institutions. Additionally, EMUNI Management Board act as a venue for a co-creation of a regional dialogue at the high level.

EMUNI is closely following the policy trends and public opinion and re-evaluating its priority areas accordingly, while paying close attention to the policy currents of the Union for the Mediterranean and international policy community, which are also shaped by the businesses. Concretely, in response to the key challenge of the impact of the pandemic, incl. on HEIs, EMUNI organised the Annual conference on this topic and enabled key discussions to take place, and record them in the form of the [conference report](#). This identifying shared opportunities and challenges in HEIs across the region while stressing the need to create a single, integrated Euro-Mediterranean higher education, science and research area, also in challenging times.

13. OTHER EXPLANATIONS

There are no explanations that supplement the report on the operation of the EMUNI University in 2021.

14 ACCOUNTING INFORMATION FOR 2021

14.1. Main accounting principles

The Financial Report of the EMUNI University for 2021 has been drawn up in line with the Accounting Act (Official Gazette of the RS No. 23/99 30/02-ZJF-C and 114/06-ZUE) and the Slovenian Accounting Standard 36 - Accounting Solutions in Not-for-Profit Organisations - Private-Law Legal Entities (Official Gazette of the RS No. 95/15, 74/16 - cor. 23/17, 57/18 and 81/018) and the Account Scheme for Not-for-Profit Organisations (Official Gazette of the RS No. 107/15 and 1/16), Regulation on Public financing of Higher Education Institutions and other Institutions (Official Gazette of the RS No. 35/17 and 24/19).

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

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

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

14.2. Balance sheet

The Balance Sheet is drawn up for a financial year, which is equal to the calendar year. The Balance Sheet as of 31st December 2021 shall also contain a column with data from the Balance Sheet as of 31st December 2020.

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

Assets and liabilities are broken down per type and maturity.

Intangible and tangible fixed assets

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

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

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

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

Tangible fixed assets, whose individual procurement value, as per the supplier's invoice, does not exceed 500,00 EUR are disclosed among small tools.

Individual items in the small-tools category, whose procurement value does not exceed 500,00 EUR are categorised as materials.

Table 1: Balance sheet

Item	Postavka	Oznaka za AOP/ ADP code	Znesek / Amount	
			Tekočega leta / Current year	Prejšnjega leta / Previous year
2	2	3	4	5
ASSETS (002+032+053)	SREDSTVA (002+032+053)	001	374.340,09	564.565,20
A. LONG-TERM ASSETS (003+010+018+019+027+031)	A. DOLGOROČNA SREDSTVA (003+010+018+019+027+031)	002	2.564,37	1.091,60
I. Intangible assets and long-term accruals and prepaid expenditure (004+009)	I. Neopredmetena sredstva in dolgoročne aktivne časovne razmejitev (004+009)	003	0,00	0,00
1. Intangible assets	1. Neopredmetena sredstva	004	0,00	0,00
2. Long-term accrual	2. Dolgoročne aktivne časovne razmejitev	009	0,00	0,00
II. Tangible (fixed) assets (011 to 017)	II. Opredmetena osnovna sredstva (011 do 017)	010	2.564,37	1.091,60
1. Land	1. Zemljišča	011	0,00	0,00
2. Building	2. Zgradbe	012	0,00	0,00
3. Production devices and machines	3. Proizvajalne naprave in stroji	013	0,00	0,00
4. Other devices and equipment, small inventory, and other tangible assets	4. Druge naprave in oprema, drobn inventar in druga opredmetena osnovna sredstva	014	2.564,37	1.091,60
5. Biological assets	5. Biološka sredstva	015	0,00	0,00
6. Tangible assets in construction or creation	6. Opredmetena osnovna sredstva v gradnji in izdelavi	016	0,00	0,00
7. Advance payments for tangible assets	7. Predujmi za pridobitev opredmetenih osnovnih sredstev	017	0,00	0,00
III. Investment properties	III. Naložbene nepremičnine	018	0,00	0,00
IV. Long-term financial investments (020+024)	IV. Dolgoročne finančne naložbe (020+024)	019	0,00	0,00
1. Long-term financial investments, except loans	1. Dolgoročne finančne naložbe, razen posojil	020	0,00	0,00
2. Long-term loans	2. Dolgoročna posojila	024	0,00	0,00
V. Long-term receivables	V. Dolgoročne poslovne terjatve	027	0,00	0,00
VI. Postponed tax deliverables	VI. Odložene terjatve za davek	031	0,00	0,00

B. SHORT-TERM ASSETS (033+034+040+048+052)	B. KRATKOROČNA SREDSTVA (033+034+040+048+052)	032	370.086,61	562.479,17
I. Current assets (groups for disposal) for trade	I. Sredstva (skupine za odtujitev) za prodajo	033	0,00	0,00
II. Stock	II. Zaloge (035 do 039)	034	50.000,00	50.000,00
1. Material	1. Material	035	50.000,00	50.000,00
2. Non-finished products and services	2. Nedokončana proizvodnja	036	0,00	0,00
3. Products	3. Proizvodi	037	0,00	0,00
4. Merchandise	4. Trgovsko blago	038	0,00	0,00
5. Advance payments for stock	5. Predejmi za zaloge	039	0,00	0,00
III. Short-term financial investments (041+045)	III. Kratkoročne finančne naložbe (041+045)	040	287,21	120,50
1. Short-term financial investments, except loans	1. Kratkoročne finančne naložbe, razen posojil	041	0,00	0,00
2. Short-term loans	2. Kratkoročna posojila	045	287,21	120,50
IV. Short-term operating receivables	IV. Kratkoročne poslovne terjatve	048	50.695,07	47.842,19
V. Cash assets	V. Denarna sredstva	052	269.104,33	464.516,48
C. SHORT-TERM ACCRUALS AND PREPAID EXPENDITURE	C. KRATKOROČNE AKTIVNE ČASOVNE RAZMEJITVE	053	1.689,11	994,43
Off-balance assets	Zunajbilančna sredstva	054	0,00	0,00
LIABILITIES (056+072+075+085+095)	OBVEZNOSTI DO VIROV SREDSTEV (056+072+075+085+095)	055	374.340,09	564.565,20
A. OWN LIABILITIES (056a+301+068-069+070-071)	A. LASTNI VIRI (056a+301+068-069+070-071)	056	91.260,12	-72.949,88
I. Start-up capital	I. Ustanovitveni vložek	056a	0,00	0,00
II. Fair value reserve	II. Rezerve, nastale zaradi vrednotenja po pošteni vrednosti	301	0,00	0,00
III. Uncommitted profit	III. Nerazporejeni čisti presežek prihodkov	068	0,00	21.604,39
IV. Uncommitted loss	IV. Nerazporejeni čisti presežek odhodkov	069	72.949,88	0,00
V. Income profit of the business year	V. Čisti presežek prihodkov poslovnega leta	070	164.210,00	0,00
VI. Outgoing loss of the business year	VI. Čisti presežek odhodkov poslovnega leta	071	0,00	94.554,27
B. RESERVATIONS, LONG-TERM ACCRUALS AND INCOME COLLECTED IN ADVANCE (073+074)	B. REZERVACIJE IN DOLGOROČNE PASIVNE ČASOVNE RAZMEJITVE (073+074)	072	224.642,19	559.809,21
1. Reservations	1. Rezervacije	073	0,00	0,00
2. Long-term accruals and income collected in advance	2. Dolgoročne pasivne časovne razmejitve	074	224.642,19	559.809,21
C. LONG-TERM LIABILITIES (076+080+084)	C. DOLGOROČNE OBVEZNOSTI (076+080+084)	075	0,00	0,00
I. Long-term financial liabilities	I. Dolgoročne finančne obveznosti	076	0,00	0,00
II. Long-term operating liabilities	II. Dolgoročne poslovne obveznosti	080	0,00	0,00

III. Postponed tax liabilities	III. Odložene obveznosti za davek	084	0,00	0,00
Č. SHORT-TERM LIABILITIES (086+087+091)	Č. KRATKOROČNE OBVEZNOSTI (086+087+091)	085	50.052,78	77.705,87
I. Liabilities included in the group for disposal	I. Obveznosti, vključene v skupine za odtujitev	086	0,00	0,00
II. Short-term financial liabilities	II. Kratkoročne finančne obveznosti	087	0,00	0,00
III. Short-term operating liabilities	III. Kratkoročne poslovne obveznosti	091	50.052,78	77.705,87
SHORT-TERM ACCRUALS AND INCOME COLLECTED IN ADVANCE	D. KRATKOROČNE PASIVNE ČASOVNE RAZMEJITVE	095	8.385,00	0,00
Off-balance liabilities	Zunajbilančne obveznosti	096	0,00	0,00

❖ NOTES TO THE BALANCE SHEET

Intangible fixed assets

In 2021, EMUNI University had no intangible long-term assets.

Tangible fixed assets

The purchase value of the equipment on 31st December 2021 is 14.269,89 EUR, while its write-off value is 11.705,52 EUR. Current value of the equipment on 31st December 2020 is 2.564,37 EUR.

Long-term investments

In 2021, EMUNI University had no long-term investments.

Long-term operating receivables

The EMUNI University had no long-term operating receivables in 2021.

Inventory

EMUNI University has on 31st December 2021 inventory of the professional literature in value of 50.000 EUR, that was supplied by the German supplier SPRINGER Customer Service Center GmbH.

Short-term operating receivables

As of 31st December 2021, the University had 50.695,07 EUR worth of short-term operating receivables from:

- Short-term receivables to the customers in Slovenia 25.613,40 EUR;
- Short-term receivables to the customers abroad in the amount of 23.581,67 EUR;
- Short-term receivables from advances made in the amount of 1.500,00 EUR for guarantee to the Generali Group for the rent.

Cash at hand

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

Cash at bank

The amount of cash in the current account, held at Nova KBM and Unicredit, amounted to 269.104,33 EUR on 31st December 2021.

Deferred costs and accrued revenues

As of 31st December 2021, the value of the deferred costs amounts to 1.689,11 EUR, that is coming out from bank card membership and insurance premium.

Short-term liabilities to employees

The average number of employees based on the working hours in the year 2021 was 8,55. On 31st December 2021 EMUNI University was obliged to the employees for the payment for the December salary and salary related costs and travel orders in the amount of 25.654,63 EUR.

Short-term liabilities to suppliers

EMUNI University's short-term liabilities to suppliers on 31st December 2021 amount to 14.570,84 EUR and consist of liabilities:

- To domestic suppliers in the amount of 14.464,11 EUR and
- To foreign suppliers in the amount of 106,73 EUR.

Short-term liabilities to royalties

EMUNI University disclosed liabilities to royalties in the amount of 9.671,31 EUR.

Other short-term operating liabilities

EMUNI University have recorded in the amount of 156,00 EUR. There are liabilities after VAT calculation for the period October-December 2021 with the due date on 31 January 2022.

Long-term operating liabilities

EMUNI University did not have long-term operating liabilities in 2021.

Short-term financial liabilities

EMUNI University did not have short-term financial liabilities in 2021.

Long-term financial liabilities

EMUNI University did not have long-term financial liabilities in 2021.

Short-term accruals and deferred income

EMUNI University have on date 31 January 2021 recorded short-term accruals in the amount of 8.358,00 EUR. Those are invoices for the EMUNI Membership Fee partner payments.

Long-term accruals and deferred income

On 31st December 2021 EMUNI University had the following long-term accruals or deferred income recorded on eight different projects in the amount of 224.642,19 EUR as follows:

- Erasmus Mobility (060269 - outside EU) in the term accrual amount of 1.628,03 EUR and the period from August 2019 to July 2022;
- Med2lah project in the term accrual amount of 166.148,00 EUR and the period from January 2020 to January 2023;
- Bluemed project in the term accrual amount of 9.996,00 EUR and the period from September 2020 to August 2023;
- FishAqu project in the term accrual amount of 8.641,39 EUR in the period from November 2019 to November 2022;

- Erasmus Mobility (KA 103-046739) in the accrual amount of 496,32 EUR and the period from June 2019 to May 2022;
- Erasmus Mobility (KA 107-075742) in the accrual amount of 12.443,14 EUR in the period from August 2020 to July 2022;
- Erasmus 2021 KA131-00005096 in the accrual amount of 11.394,31 EUR and the period from September 2021 to October 2023 and
- VISION project 612537-EPP-12019-SIEPPKA2-KA in the accrual amount of 13.895,00 EUR and the period from January 2021 to January 2023.

14.2.1. Statement of revenues and expenditures

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

Table 2: Statement of revenues and expenditures

Item	Postavka	Oznaka za AOP / ADP code	Znesek / Amount	
			Tekočega leta / Current year	Prejšnjega leta / Previous year
2	2	3	4	5
A. NET SALES	A. ČISTI PRIHODKI OD PRODAJE	110	1.051.140,88	803.583,10
B. INCREASE OF STOCK VALUE OF THE PRODUCTS AND UNFINISHED PRODUCTION	B. POVEČANJE VREDNOSTI ZALOG PROIZVODOV IN NEDOKONČANE PROIZVODNJE	121	0,00	0,00
C. REDUCTION OF THE STOCK VALUE OF THE PRODUCTS AND UNFINISHED PRODUCTION	C. ZMANJŠANJE VREDNOSTI ZALOG PROIZVODOV IN NEDOKONČANE PROIZVODNJE	122	0,00	0,00
Č. CAPITALIZED OWN PRODUCTS AND SERVICES	Č. USREDSTVENI LASTNI PROIZVODI IN LASTNE STORITVE	123	0,00	0,00
D. SUBSIDIES, DONATIONS, REGRESSIONS, COMPENSATIONS AND OTHER INCOMES CONNECTED TO OPERATING EFFECTS	D. SUBVENCije, DOTACIJE, REGRESI, KOMPENZACIJE IN DRUGI PRIHODKI, KI SO POVEZANI S POSLOVNIMI UČINKI	124	0,00	0,00
E. OTHER OPERATING INCOMES	E. DRUGI POSLOVNI PRIHODKI	125	0,00	19.985,96
F. GROSS INCOME FROM OPERATING (110+121-122+123+124+125)	F. KOSMATI DONOS OD POSLOVANJA (110+121-122+123+124+125)	126	1.051.140,88	823.569,06
G. OPERATING COSTS (128+139+144+148)	G. POSLOVNI ODHODKI (128+139+144+148)	127	887.265,11	918.469,25
I. Costs for goods, material, and services (129+130+134)	I. Stroški blaga, materiala in storitev (129+130+134)	128	558.955,54	573.799,47
1. Purchasing value of goods and materials sold	1. Nabavna vrednost prodanega blaga in materiala	129	0,00	0,00
2. Material costs	2. Stroški porabljenega materiala	130	6.408,89	7.798,78
3. Costs of services	3. Stroški storitev	134	552.546,65	566.000,69
II. Labour costs (140 to 143)	II. Stroški dela (140 do 143)	139	326.435,16	285.369,60
1. Costs of salaries	1. Stroški plač	140	201.777,51	179.332,10

2. Costs of pension insurances	2. Stroški pokojninskih zavarovanj	141	63.943,18	55.970,10
3. Costs of social security insurances	3. Stroški drugih socialnih zavarovanj	142	36.466,45	31.835,15
4. Other costs of work	4. Drugi stroški dela	143	24.248,02	18.232,25
III. Write-offs (145 to 147)	III. Odpisi vrednosti (145 do 147)	144	1.380,33	58.809,67
1. Amortisation	1. Amortizacija	145	1.380,33	1.528,73
2. Operating costs from intangible and tangible assets	2. Prevrednotovalni poslovni odhodki pri neopredmetenih sredstvih in opredmetenih osnovnih sredstvih	146	0,00	0,00
3. Operating costs from current assets	3. Prevrednotovalni poslovni odhodki pri obratnih sredstvih	147	0,00	57.280,94
IV. Other operating costs (149+150)	IV. Drugi poslovni odhodki (149+150)	148	494,08	490,51
1. Reservation	1. Rezervacije	149	0,00	0,00
2. Other costs	2. Drugi stroški	150	484,08	490,51
H. OPERATING INCOME SURPLUS (126-127)	H. PRESEŽEK POSLOVNIH PRIHODKOV (126-127)	151	163.875,77	0,00
I. OPERATING COSTS SURPLUS (127-126)	I. PRESEŽEK POSLOVNIH ODHODKOV (127-126)	152	0,00	94.900,19
J. FINANCIAL REVENUES (155+160+163)	J. FINANČNI PRIHODKI (155+160+163)	153	3,98	6,50
I. Financial revenues from shares	I. Finančni prihodki iz deležev	155	0,00	0,00
II. Financial revenues from loans given	II. Finančni prihodki iz danih posojil	160	0,00	0,00
III. Financial revenues from operating receivables	III. Finančni prihodki iz poslovnih terjatev	163	3,98	6,50
K. FINANCIAL EXPENDITURES (168+169+174)	K. FINANČNI ODHODKI (168+169+174)	166	65,95	68,24
I. Financial expenditures of impairment and write-off financial investments	I. Finančni odhodki iz oslabitve in odpisov finančnih naložb	168	0,00	0,00
II. Financial expenditures from financial liabilities	II. Finančni odhodki iz finančnih obveznosti	169	0,00	0,00
III. Financial expenditures from operating liabilities	III. Finančni odhodki iz poslovnih obveznosti	174	65,95	68,24
L. OTHER REVENUES	L. DRUGI PRIHODKI	178	397,77	419,41
M. OTHER REVENUES	M. DRUGI ODHODKI	181	1,57	11,75
N. INCOME SURPLUS (151-152+153-166+178-181)	N. PRESEŽEK PRIHODKOV (151-152+153-166+178-181)	182	164.210,00	0,00
O. EXPENDITURES SURPLUS (152-151-153+166-178+181)	O. PRESEŽEK ODHODKOV (152-151-153+166-178+181)	183	0,00	94.554,27
P. INCOME TAX	P. DAVEK OD DOHODKOV	184	0,00	0,00
R. POSTPONED TAXES	R. ODLOŽENI DAVKI	185	0,00	0,00
S. NET SURPLUS OF REVENUES IN ACCOUNTING PERIOD (182-184-185)	S. ČISTI PRESEŽEK PRIHODKOV OBRAČUNSKEGA OBDOBJA (182-184-185)	186	164.210,00	0,00
Š. NET SURPLUS OF EXPENDITURES IN ACCOUNTING PERIOD (183+184+185 or 184-182+185)	Š. ČISTI PRESEŽEK ODHODKOV OBRAČUNSKEGA OBDOBJA (183+184+185 oz. 184-182+185)	187	0,00	94.554,27

* AVERAGE NUMBER OF EMPLOYEES BASED ON WORKING HOURS IN ACCOUNTING PERIOD (two decimals)	*POVPREČNO ŠTEVILO ZAPOSLENIH NA PODLAGI DELOVNIH UR V OBRAČUNSKEM OBDOBJU (na dve decimalki)	188	8,55	6,18
TOTAL NUMBER OF OPERATING MONTHS	ŠTEVILO MESECEV POSLOVANJA	189	12	12

❖ NOTES TO THE STATEMENT OF REVENUES AND EXPENDITURES

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

In 2021, EMUNI University has received in total 1.051.140,88 EUR from the activities of non-commercial public companies, from the following sources:

- Funds from the budget of RS (MESS) in the amount of 294.416 EUR or 28,01% of total revenues;
- Funds from the different projects in the amount of 708.360,05 EUR or 67,39% of the total revenues;
- Funds from the fees of the EMUNI General Assembly membership in the total amount of 13.182,00 EUR or 1,25% of total revenues;
- Student fees, other revenues in the amount of 33.202,83 EUR or 3,16% of total revenues and
- Subsidies from ZRSZ (Employment service of Slovenia) in the amount of 1.980,00 EUR or 0,19% of the total revenues.

Financial revenues

EMUNI University had financial expenditures in the amount of 3,98 EUR in 2021.

Other revenues

EMUNI University had other revenues in the amount of 397,77 EUR in 2021.

Costs of material

The EMUNI University In 2021 had a total of 6.408,89 EUR of costs of material or 0,72% of all costs, particularly for utility and maintenance.

Cost of service

In 2021, the EMUNI University had 552.546,65 EUR in service costs or 62,27% of total expenses, namely:

- costs of tolls, parking fees and transport services in the amount of 26.509,88 EUR;
- rental costs in the amount of 33.137,71 EUR;
- services on business trips (hotel services, transport services, parking fees, per diems) in the amount of 27.682,03 EUR;
- costs of payment transactions and insurance premiums in the amount of 9.696,98 EUR;
- costs of intellectual services (auditing, accounting, consulting, computer, printing, proofreading) in the amount of 14.825,71 EUR;
- costs of advertising, representation and advertising in the amount of 5.507,55 EUR;
- fee costs in the amount of 10.478,68 EUR and
- other costs in the amount of 424.708,11 EUR, which represent the costs of other services such as: utilities, services of others, costs of fees and membership fees, costs of postal and telephone services, costs of medical examinations and similar costs.

Labour costs

Labour costs accounted to 326.435,16 EUR and represent 36,79% of total costs. They consist of:

- Salaries and other salary reimbursement in the amount of 201.777,51 EUR;
- Pension insurance contribution in the amount of 63.943,18 EUR;
- Social security contributions in the amount of 36.466,45 EUR;
- Other costs of work in the amount of 24.248,02 EUR.

Write-offs - depreciation and revaluation operating expenses

In 2021, EMUNI University had depreciation costs in the amount of 1.380,33 EUR.

Other operating costs

In 2021 EMUNI University had a total of 494,08 EUR of other costs.

Financial costs

In 2021 EMUNI University had a total of 65,95 EUR of other financial costs.

Other costs

EMUNI University had 1,57 EUR in 2021 due to extraordinary expenses and negative exchange rate differences.

SURPLUS OF THE REVENUES OVER EXPENDITURES

As seen from the Statement of revenues and expenditures (Table No. 2), in 2021 the EMUNI University generated a surplus of revenues over expenditures in the amount of 164.210,00 EUR. This surplus is a consequence of the second instalment of the European Commission Grant awarded to finance the VISION project, where EMUNI is the coordinator. A big part of this instalment is already committed for distribution among the project's partners.

Along with the surplus of expenditures over revenues from previous years in the amount of 72.949,88 EUR, the final surplus of revenues over expenditures on 31st December 2021 amount to 91.260,12 EUR (Table No. 1).

Since EMUNI receives a considerable amount from its budget from EU-funded projects, and since these projects' funds are received in instalments intended for expenditure over the projects' lifetime across more than one year, the cash balance of revenues/expenditures does not usually reflect the actual balance, since projects' funds utilise the financial commitment method and not the cash flow balance as used in reporting.

For the accounting report:	For the work report:
Mr. Matjaž Jurcan Accounting service Konto Obala d.o.o.	Prof. Dr. Abdelhamid El-Zoheiry EMUNI University