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Mediterranean University | Université Euro-Méditerranéenne
الأورومتوسطية الجامعة

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Self-Evaluation Report 2021

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Discussed by:

EMUNI Quality Assurance Commission and EMUNI Senate

Adopted by:

EMUNI Management board at its XX session on 15 September 2022

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1 ORGANIZATIONAL CONTENT

1.1 Introduction

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

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

1.2 EMUNI Development Strategy 2019-2024

Vision

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

Mission

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

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

Institutional Goals

1. **Rebuilding** EMUNI Image, faith and academic recognition (**International Centre of Excellence**, academic, cultural & political dimensions)
2. Ensuring sustainable and diversity of funding sources (**Sustainability & Diversity of Funding Sources**)
3. Consolidating and strengthening the EMUNI network & inner circle institutions (**Reinforcing EMUNI Network**)
4. **Attracting quality students from around the Mediterranean**
5. **Attracting accomplished & young promising academic staff members** to cooperate with & work at EMUNI
6. **Fostering relationships & partnerships** with Slovenian government., international and multi-national organisations & other stakeholders
7. Developing an attractive & productive working environment (**Stimulating Working Environment**)

Objectives

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

In April 2019, the EMUNI General Assembly endorsed the new strategy 2019-2024 as presented by the President.

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

1.3 Organisational structure of EMUNI

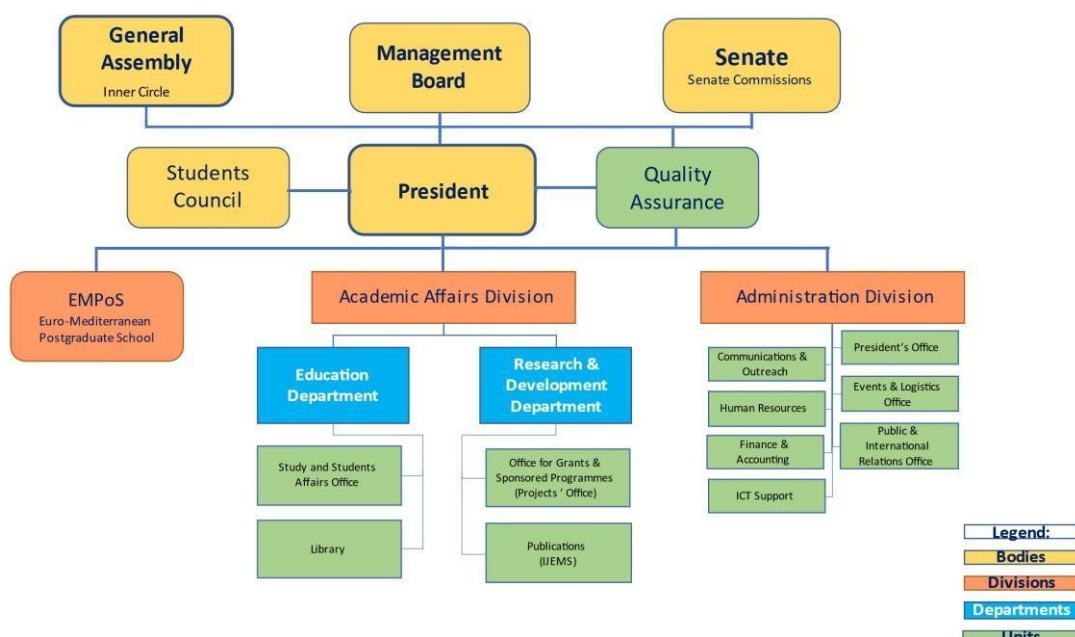


Figure 1: EMUNI Organigram

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

1.4 University Bodies and its Sessions in 2021

EMUNI has the following bodies:

- General Assembly (GA).

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

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

General Assembly:

One of the main features of the Euro-Mediterranean University (EMUNI) is its diverse network of Higher Education and Research institutions across the two shores of the Mediterranean. The network meets in the framework of the General Assembly and the EMUNI Inner Circle.

EMUNI General Assembly is composed of all higher education, research, and other institutions and/or organisations that have applied for partnership with EMUNI and have been approved by the EMUNI Management Board.

Currently, EMUNI General Assembly has 139 Members from 34 countries in the Euro-Mediterranean Region (EU, non-EU, Middle East, and North Africa). A full list of EMUNI General Assembly members is accessible by clicking the button below:

1. Accademia Eraclitea (Italy),
2. Adam Mickiewicz University (Poland),
3. Agir ensemble (Morocco),
4. Al Akhawayn University in Ifrane (Morocco),
5. Al-Bayt University (Jordan),
6. Al-Azhar University (Palestine),
7. Albanian Diplomatic Academy (Albania),
8. Alexandria University (Egypt),
9. Alma Mater Europaea – Evropski Center, Maribor (Slovenia),
10. Al-Quds University (Palestine),
11. Angela Boškin Faculty of Health Care (Slovenia),
12. Antonine University (Lebanon),
13. Arab Academy for Science, Technology & Maritime Transport (Egypt),
14. Aristotle University of Thessaloniki (Greece),
15. Aydin Istanbul University (Turkey),
16. Beirut Arab University (Lebanon),

17. Birzeit University (Palestine),
18. Bucharest University of Economic Studies (Romania)
19. Business Academy University (Serbia),
20. College of Enterprise and Administration (Poland),
21. Community of Mediterranean Universities (Italy),
22. Compostela Group of Universities (Spain),
23. Corvinus University of Budapest (Hungary),
24. Cyprus University of Technology (Cyprus),
25. Dimitrie Cantemir Christian University (Romania),
26. Diplomatic School of Armenia (Armenia),
27. Eötvös Loránd University (Hungary),
28. Eurasian Universities Union (Turkey),
29. Euro-Arabic Educational Network Zenith (France),
30. EUROMED Cities Network (France),
31. European Association of Institutions in Higher Education (Belgium),
32. European Forum at the Hebrew University of Jerusalem (Israel),
33. European Institute of the Mediterranean (Spain),
34. European University Cyprus (Cyprus),
35. Faculty of Business Administration, Kasetsart University (Thailand),
36. First Private University FON (Northern Macedonia),
37. Galilee International Management Institute (Israel),
38. Gedik University (Turkey),
39. Geneva School of Diplomacy and International Relations (Switzerland),
40. Graduate School of Government and European Studies (Slovenia),
41. Hacettepe University (Turkey),
42. Hashemite University (Jordan),
43. Hebron University (Palestine),
44. Heliopolis University (Egypt),
45. Institute of International Law and International Relations at the Faculty of Law "Iustinianus Primus" (Northern Macedonia),
46. Institute for Education and Social Innovation (IBUGI) (Germany)
47. Interdepartmental Centre on Human Rights and the Rights of Peoples of the University of Padua (Italy),
48. International Balkan University (North Macedonia),
49. International School for Advanced Studies (Italy),

50. International School for Social and Business Studies (Slovenia),
51. International Telematic University (Italy),
52. International University of Languages and Media (Italy),
53. Inter-University Centre Dubrovnik (Croatia),
54. Islamic University of Gaza (Palestine),
55. Istituto di Studi sulle Società del Mediterraneo (Italy),
56. Italian Network for the Euro-Mediterranean Dialogue (Italy),
57. Izmir University of Economics (Turkey),
58. Jagiellonian University (Poland),
59. Jagiellonian University in Krakow – Institute of the Middle East and Far East Studies (Poland),
60. Kadir Has University (Turkey),
61. Kavala Institute of Technology (Greece),
62. Klaipėda University (Lithuania),
63. Lebanese International University (Lebanon),
64. Lisbon University Institute (Portugal),
65. Marie Curie Skłodowska University (Poland, EU),
66. Mediterranean University of Albania (Albania),
67. Middle East Technical University (Turkey),
68. Modern University for Business & Science (Lebanon),
69. Mohammed V University (Morocco),
70. Mykolas Romeris University (Lithuania),
71. National Institute of Oceanography and Applied Geophysics (Italy),
72. Network of the Mediterranean Universities for Sustainable Development focusing on Education for Sustainable Development (Greece),
73. Open University of Catalonia (Spain),
74. Pan-European University (Slovakia),
75. Pegaso International (Malta),
76. Pharos University in Alexandria (Egypt),
77. Philadelphia University (Jordan),
78. Polytechnic University of Business Studies (Switzerland),
79. Princess Sumaya University for Technology (Jordan),
80. Réseau Méditerranéen des Ecoles d'Ingénieurs (France),
81. Roma Tre University (Italy),
82. Saint Joseph University (Lebanon),

83. School of Advanced Social Studies in Nova Gorica (Slovenia),
84. Science and Research Centre Koper (Slovenia),
85. Sciences Po Lille (France),
86. Scientific Research Centre (Slovenia),
87. SEDEIC Consortium (Malta),
88. Sofia University St. Kliment Ohridski (Bulgaria),
89. Southeast European University (Northern Macedonia),
90. Tel-Aviv Academic college of Engineering (Israel),
91. Mediterranean Network of Student Representatives (Malta),
92. Transition Studies World Research Network (Italy),
93. Universidad de Granada (Spain),
94. Università degli Studi di Bari Aldo Moro (Italy),
95. Universitat Autònoma de Barcelona (Spain),
96. Universitat Internacional de Catalunya (Spain),
97. University Fernando Pessoa (Portugal),
98. University for Business and Technology – UBT (Kosovo),
99. University for foreigners of Perugia (Italy),
100. University Jean Monnet (France),
101. University Mediterranean Podgorica (Montenegro),
102. University Montpellier (France),
103. University of Agricultural Sciences and Veterinary Medicine (Romania),
104. University of Avignon (France),
105. University of Catania (Italy),
106. University of Cyprus (Cyprus),
107. University of Foggia (Italy),
108. University of Girona (Spain),
109. University of Haifa (Israel),
110. University of Jordan (Jordan),
111. University of Lisbon (Portugal),
112. University of Macerata (Italy),
113. University of Maribor (Slovenia),
114. University of Murcia (Spain),
115. University of Nice Sophia Antipolis (France),
116. University of Palermo (Italy),

117. University of Palestine (Palestine),
118. University of Pavia (Italy),
119. University of Pécs (Hungary),
120. University of Prešov (Slovakia),
121. University of Primorska (Slovenia),
122. University of Sarajevo (Bosnia and Herzegovina),
123. University of Siena (Italy),
124. University of Sousse (Tunisia),
125. University of Szeged (Hungary),
126. University of the Aegean (Greece),
127. University of the Algarve (Portugal),
128. University of Trieste (Italy),
129. University of Tunis (Tunisia),
130. University of Udine (Italy),
131. University of Urbino "Carlo Bo" (Italy),
132. University of Zadar (Croatia),
133. Pegaso Online University (Italy),
134. Universum University College (Kosovo),
135. Varna Free University (Bulgaria),
136. Virtual University of Tunis (Tunisia),
137. Western Galilee College (Israel),
138. Zefat Academic College (Israel),
139. University of New York Tirana (Albania).

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

Table 1: Chairing of the GA

Year	No. of partner s	No. of countrie s	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 ¹	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 ²	135	34		
2021	137	34	Prof. Dr. Ludvik Toplak	Prof. Dr. Abdelaziz Hassanein Mohamed Saad Konsowa

¹ 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 organized on 14 September 2021.

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

According to the Statute, the General Assembly shall be convened by the President, as the need arises, either face to face or by correspondence, by taking

into consideration every partner approved by the Management Board. The list of EMUNI members is kept by EMUNI and published on its website.

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

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

- Prof. Dr. Michèle Gendreau-Massaloux, France (Chairperson)
- Ambassador Hatem Atallah, Tunisia. (Co-Chairperson)
- Prof. Dr. Rado Pišot, Slovenia
- Prof. Dr. Hassan Nadir Kheirallah, Egypt
- Prof. Dr. Giuseppe Cataldi, Italy
- Prof. Dr. Mouïñ Hamzé, Lebanon
- Prof. Margarita Arboix-Arzo, Spain (Member of the international public figures of repute)
- Dr. Maysoun Ibrahim, Palestine (Member of the international public figures of repute)
- Prof. Dr. Moustapha Bousmina, Morocco (President of Euro-Med University of Fes)
- Mr. João Lobo (representative of the Union for the Mediterranean)
- Ms. Darinka Vrečko, Slovenia (representative of Slovenian Government)
- Dr. Jerneja Penca, Slovenia (representative of EMUNI employees)
- Mr. Imad Nemili, Morocco (representative of EMUNI students)

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

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

The Senate is the expert academic body, which is responsible for considering all the academic

areas of work, study, and research of the EMUNI University. Members of the Senate, nominated on 5 April 2017 and 21 May 2019, Management Board's

representatives in the Senate, nominated on 22 November 2019, and 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.

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 starting on the 1st of February 2019. The President is the representative of the management and expert bodies and legal representative of the EMUNI University.

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

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

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

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

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

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

Habilitation Commission:

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

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

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

Quality Assurance Commission:

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

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

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

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

1. Prof. Dr. Hassan Nadir Kheirallah, Egypt (Chairperson)
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia

4. Assist. Prof. Dr. Mitja Gerževič, Slovenia

5. Student Alaa Almir, Syria

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

Students' Council

On 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.

EMUNI legal representatives 2008-2020

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

Sessions of the EMUNI Bodies in 2021:

Sessions of the EMUNI Management Board

- 48th Management Board correspondence session was held between 20 February 2020 and 24 February 2020.
- 49th Management Board online session was held on 9 April 2020.
- 50th Management Board online session was held on 24 November 2020. [1]
- 51st Management Board online session was held on 18 February 2021
- 52nd Management Board correspondence session was held between 8 June 2021 and Friday 11 June 2021.
- 53rd Management Board session was held on 13 September 2021
- 54th Management Board online session was held on 25 November 2021
- 55th Management Board correspondence session was held between 18 February 2022 and 22 February 2022

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.

1.5 Provision of operating conditions

Personnel

As of 31 December 2021, EMUNI had 10 employees 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 2: List of employees by job position and organisation unit

Job Position	Organisation Unit	31 DEC 2021	Type of Contract	Source of Financing 2020
President of EMUNI	President of EMUNI	1	Contract of employment	MESS, other sources
Administrative assistant / manager	International Cooperation Unit/ Research Unit / Office for sponsored programmes	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 3: List of other contractors

Job Position / Field of work	Area	Type of Contract	Source of Financing 2020
Project Experts	FishAqua, AdapTm, MED2IaH, BLUES	Authorial work contract	Project Funds
Lecturers	Study prog. IBC	Authorial work contract, Co-operation contract	Tuition fees, Projects
External Experts	MPA	Co-operation contract	Other sources

Financing

In determining the revenues and the expenditures of the accounting period, EMUNI University applied the accrual principle of accounting in line with the Slovenian Accounting Principles. All Statement of revenues and expenditures with the accrual principle are available on our webpage: <https://emuni.si/about-emuni/documents/>

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

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

Table 4: Structure of revenues for the past seven (7) years by source of financing, by Cash Flow Method (in EUR)

Calendar year	Revenues from Public finances	MESS funds	Other funds from the EU budget (Other projects from the EU budget)	Other sources	Sales of goods and services on the market (Tuition fees)	TOTAL AMOUNT
2015	1.046.263,40	200.000,00	846.263,40	15.234,72	-	1.061.498,12
2016	768.859,48	209.250,00	559.609,48	25.000,00	59.100,00	852.959,48
2017	398.867,90	204.300,00	194.567,90	99.228,59	-	498.096,49
2018	382.557,00	208.692,00	173.865,00	204.347,21	3.000,00	589.904,21
2019	1.243.502,55	220.480,00	1.023.022,55	79.068,74	3.854,00	1.326.425,29
2020	405.493,53	250.000,00	155.493,53		1.291,00	507.755,34

				100.970,81		
2021	683.377,96	291.000,00	392.377,96	26.023,94	2.145,00	711.546,90

- In 2021, EMUNI University had EUR 711.546,90 in revenues from public finances (MESS and EU projects), Tuition fees and Other sources of financing, which is EUR 203.791,56 more compared to the previous year 2020. The table illustrates the inflows in the last seven (7) years by source of funds. The largest part of inflows in 2021 comes from EU projects, MESS sources and the other sources.

When looking at Table 4 we can see the MESS funds stagnating through the years, but EU funds and other sources are increasing (2020-2021 because the COVID situation project incomes were reduced due to travel restrictions). Funding opportunities in EU projects means EMUNI is diversifying its sources.

This is one of the improvements of EMUNI, to not depend on public funding but creating a strong portfolio of EU projects and network of partners across the Euro-med region. Diversification of funds is a key investment strategy for EMUNI as reducing the risk of public economy inflation etc.. On the other hand, EMUNI acknowledges its areas of improvement as well, that is we are not collecting enough Tuition fees. That is perhaps because of the strong competition from larger universities.

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

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

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

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

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

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

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

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

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

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

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

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

Type of cost / year 2020	TOTAL	MESS funds	EU funds, Tuition fees and Other sources
TOTAL INCOMES	507.755,34	250.000,00	257.755,34
TOTAL COSTS	854.954,83	250.000,00	604.954,83
- COST OF MATERIAL	6.554,20	2.833,07	3.721,13
- COST OF SERVICES	552.513,67	33.320,94	519.192,73
a. Activity costs	5.607,51	2.954,26	2.653,25
b. Investments and rents	28.200,00	18.000,00	10.200,00
c. Bank account and Insurance	7.980,32	605,03	7.375,29
d. Communality and transportation	4.108,32	1.087,44	3.020,88
e. Intellectual service	18.988,59	5.943,40	13.045,19
f. Business travel	23.119,97	2.683,56	20.436,41
g. Authorial work, Single task contract and Project partner's payments	445.474,57	-	445.474,57

h. Other services	19.034,39	2.047,25	16.987,14
- LABOR COSTS	288.161,82	211.425,63	76.736,19
- OTHER COSTS	7.725,14	2.420,36	5.304,78

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

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

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

Table 8: Structure of the Total expenditures/outgoings for the year 2021 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2021	TOTAL	MESS funds	EU funds	Tuition fees and Other sources (Membership fees, bank fees, ZZZS refunds, etc.)
TOTAL INCOMES	711.546,90	291.000,00	392.377,96	28.168,94
TOTAL COSTS	935.078,53	291.000,00	596.350,98	47.727,55
- COST OF MATERIAL	6.195,70	3.606,42	2.546,80	42,48
- COST OF SERVICES	596.972,74	63.355,05	489.523,96	44.093,73
a. Activity costs	10.707,599	4.954,10	4.037,64	1.715,85
b. Investments and rents	29.766,00	18.750,00	1.200,00	9.816,00
c. Bank account and Insurance	9.498,292	1.335,32	3.292,80	4.870,17
d. Communality and transportation	3.340,27	363,66	2.976,61	0,00

e. Intellectual service	20.701,839	9.409,58	8.746,75	2.545,50
f. Business travel	33.653,407	11.122,06	22.509,35	21,99
g. Authorial work, Single task contract and Project partner's payments	459.309,057	9.013,08	437.046,06	13.249,91
• Authorial work contracts	27.124,00	9.013,08	4.861,01	13.249,91
• Partner payments	432.185,05	0,00	432.185,05	0,00
h. Other services	29.996,319	8.407,25	9.714,75	11.874,31
- LABOR COSTS	327.441,09	223.160,87	104.280,22	0,00
- OTHER COSTS	4.469,00	877,66	0,00	3.591,34

- In the year 2021, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 711.546,90.
 - MESS sources 291.000,00 EUR (40,9 %)
 - EU sources 392.377,96 EUR (55,1%)
 - Membership fees, bank interests, ZZZS refunds, etc 28.168,94 EUR (4%)

59,1% of the funds we received from the EU, Tuition fees and other sources, the remaining 40,9% of the funds came from MESS sources.

The funds were mainly used to cover the Costs of Services (63,8%), Labour costs (35,0%) and the remaining was distributed between Costs of material and Other Costs (1,2%).

The above Table 8 of total expenditures for 2021 is based on the Cash Flow Method. Cash flow is calculated based on incoming and outgoing cash for the accounting period and when compared to the Balance Sheet for the same period, we can see some differences.

By only using the Cash flow method we can be misled by the deficit, but if we look at the Balance Sheet, available in the accounting information, pg.48, in the Annual Report for 2021, published online on our website, we can see there is an income surplus of 164.210,00 EUR. The differences between the two methods can be explained by the surplus of project funds from previous years.

Legend:

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

COST OF SERVICE includes

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

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

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

Library and ICT activities

EMUNI offers its main library facilities through partnership with ZRS Koper and University of Primorska. EMUNI provides students as well with access to the library Srečko Vilhar in Koper. EMUNI has clustered the online free databases into a mini e-library available on the EMUNI e-classroom.

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

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

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

Support services are being carried out in different areas:

- Support and maintenance of the computer solutions.
- Information and communication services - maintenance of the information infrastructure.
- Office and business systems.
- Information security.
- Graphic design.

In 2021 EMUNI purchased access to SpringerLink database for online library.

Premises and equipment

EMUNI rents the Palazzo Trevisini in Piran since 2016 and an office in Jable Castle in Ljubljana as well. The premises in Piran, spread over four floors, include lecture rooms, offices, server room, conference rooms, meeting room and all the necessary space and equipment for study-related activities. It is furnished with modern ICT connections and equipment to support study and research activities. In 2022 EMUNI will expand its premises in Palazzo Trevisini by adding a library space in the ground floor.

1.6 Public Engagement and Societal Cooperation

Public relations are an important factor for international recognition. The PR vision of EMUNI provides the University with a clear strategic focus for the future.

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

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

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

The EMUNI Facebook page complements its website. Much of the information that is available on the EMUNI website is also published as posts on the Facebook page. This brings the news of EMUNI directly to Facebook users. Updates are mainly delivered as a link to EMUNI website sections or project websites. The EMUNI Facebook site has 4.587 followers, while 4481 people like the page. (www.facebook.com/emuni.university).

The EMUNI LinkedIn page in 2021 was used to spread updates that have a bearing on the interests of EMUNI's network of professionals. It has also been used to post news items about mobility, conferences, partnerships and EMUNI's added value as an academic institution. The LinkedIn page has 887 followers in 2021 and all metrics relative to the last quarter of 2021 indicate that impressions, page visits, engagement and clicks on EMUNI's website links are increasing which supports the strategy to publish less frequent but more focussed updates.

The EMUNI Twitter account supplements the existing EMUNI website. Twitter is being used to deliver news to subscribers through published links. In an attempt to diversify EMUNI newsfeed channels, in 2021, EMUNI twitter account has been used to focus more to share updates that are relevant to EMUNI's institutional partners or that invest the professional interests of practitioners in the matters

EMUNI addresses, such as science diplomacy, cooperation and blue economy. In the last quarter of 2021 EMUNI tweets mustered 7,7 thousand impressions. However, engagement percentages still do not meet expectations. EMUNI Twitter has 799 direct followers. The Twitter address of EMUNI is: twitter.com/emuni.

The EMUNI Instagram account has come to represent the main tool to muster visibility for the University, in recognition of the fact that younger demographics that represent the University's main target audience in terms of promotion of study programmes, prefer this platform to Facebook, Twitter or LinkedIn. In 2021 EMUNI initiated a paradigm shift in its communication, privileging synthetic and cohesive visual content on Instagram. The Instagram account has 410 followers.

In 2020, EMUNI produced the following electronic promotional publications:

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

Promotional publications are intended for both the target and wider public to inform them about the activities and events of EMUNI. All promotional publications were issued in e-form to facilitate maximum coverage. There were nearly 2000 recipients of e-publications in 2019, and the number of subscribers to the newsletter continues to grow. In 2020 we continued to inform the public about activities and events at EMUNI University. Regarding public relations activities, the contact network media was updated, and media communication campaigns were executed following major events.

1.7 Quality assessment and assurance

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

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

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

Students' and Higher Education Teachers' workload and satisfaction are monitored through the processing of the evaluation questionnaires, which are submitted on a yearly basis, and through focus group meetings, when necessary.

The Quality assurance report on education, includes, along with the analysis of questionnaires for the academic year 2020/21, a report on students' and teachers' evaluations of each individual course. In addition, it also reflects the organisational support given by EMUNI staff before, during and after the implemented activities; the compliance between course objectives and the performed teaching and learning outcomes; students' satisfaction with course delivery and teacher's work, as well as with the online platform. Finally, the report features the students' subjective evaluation on the workload needed to pass the exams as well as suggestions for improvements addressed to the teachers. teachers.

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

In 2021, in addition to individual assessment/conversation between the EMUNI President and the EMUNI employees, also an anonymous evaluation questionnaire on satisfaction was performed. The results are shown in the Quality assurance report on education with the analysis of questionnaires, which was discussed at the Quality Assurance Commission session on 14 June 2022.

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

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

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

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

2 EDUCATION

2.1 Study programmes in implementation

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

The evaluation of the organisational support and logistics during the face-to-face period were performed. In total, from 5 to 8 out of 11 students and 13 out of 13 teachers filled in the evaluation questionnaires.

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

The quality of the education activities was discussed in depth by the Quality Assurance Commission at its session on 14 June 2022 and documented in the Quality Assurance Report on Education with the Analysis of the Questionnaires 2020/2021. Based on this, concrete improvements in the quality assurance actions have been proposed and considered in this document.

Master's study programme Intercultural Business Communication (IBC)

In the academic year 2020/2021 EMUNI provided the evaluation of implementation of the study programme Intercultural Business Communication from students and professors. The results and analysis of the evaluation questionnaire are described in the Quality Assurance Report on Education, which was discussed and revised in the Quality Assurance Commission of EMUNI University.

Enrolment

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 the status of one student from the 2017/2018 cohort was extended, upon the decision of the CSSA.

In the Academic Year 2020/2021 only one 4-week face-to-face period at EMUNI was carried out for the IBC programme as a consequent of the COVID-19 pandemic and relative restrictions. The face-to-face period was held from 29 March to 23 April 2021, while most of the programme (75-85%) was held online.

The programme activities 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 (AWSBR), which is not part of the curriculum but is, nevertheless, of great assistance to the students in preparing their Master Theses' 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.

The number of enrolled students is still much under the available places at the IBC programme. Therefore, more students need to be attracted with better and more focused promotion activities which is adapted to new generations' needs as well as with new, topical study programmes.

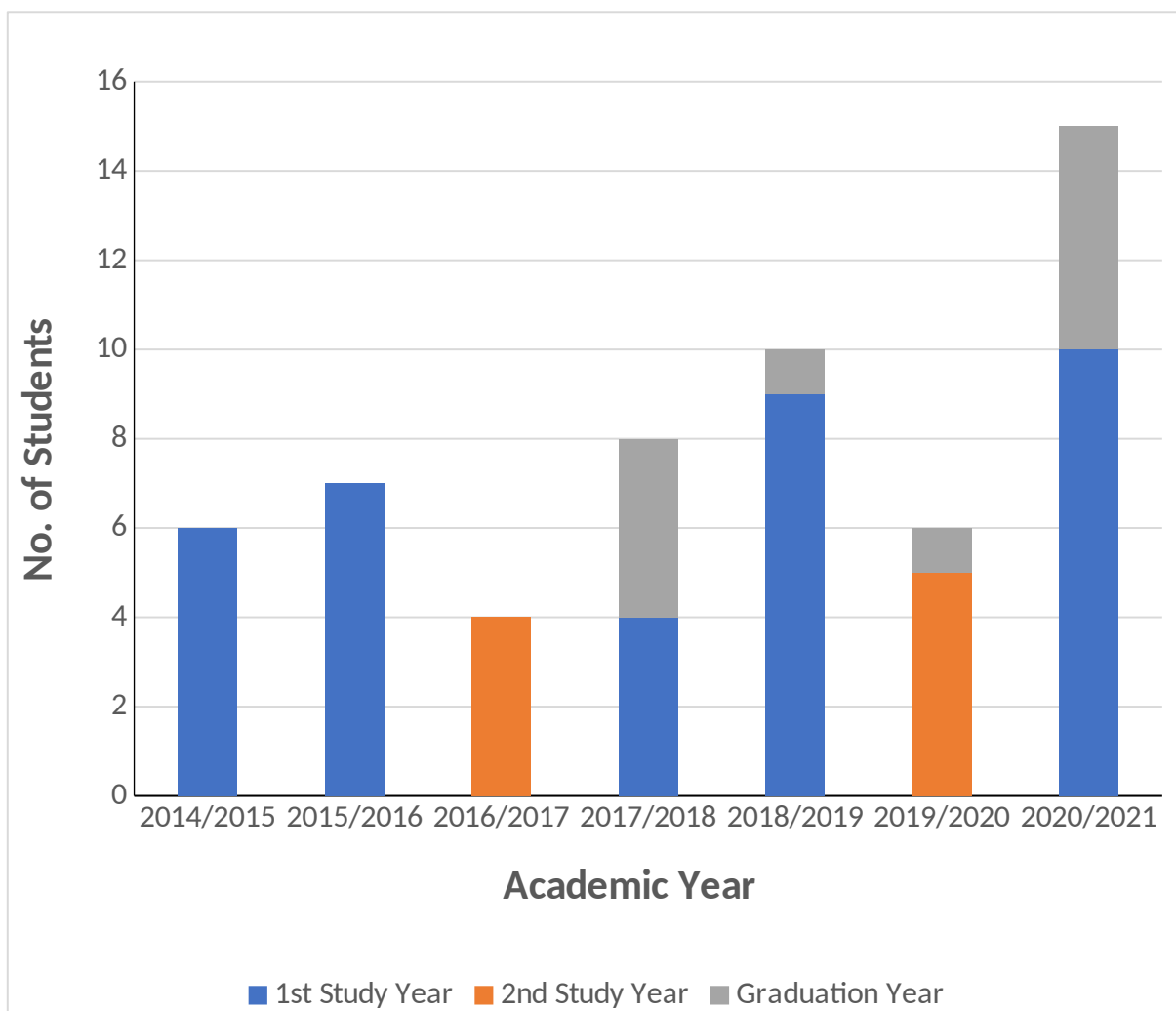


Figure 2.1.1: Number of enrolled students per Academic Year at the Master's study programme in Intercultural Business Communication.

Quality Assurance of Programme Implementation

The Intercultural Business Communication Master's study programme is implemented as blended learning. In principle, in each of the two semesters in a study year, roughly 40% of the courses' contact hours are delivered online and 60% face-to-face. The benefits of blended learning include the reduced costs of living in Slovenia and accommodating the students' work schedule, since most of them have a job in their home countries. In this manner, EMUNI also encourages lifelong learning and obtaining additional education for those who are employed.

For the academic year 2020/21, only one F2F period was foreseen and conducted. In the previous years, students were invited for the F2F periods twice per academic year. Due to the restrictions posed by the pandemic, the EMUNI Senate adopted a revised implementation plan for the F2F period to be held only in April 2021, which allowed enough time to solicit and obtain the issuing of visas. EMUNI's President

interceded with the Slovenian Ministry of Foreign Affairs to treat EMUNI students as essential travellers, so that Embassies would approve the visas.

EMUNI's administrative staff organized 7 student meetings with 1st year students, 4 meeting with graduate year students, 4 student council sessions, alongside many individual meetings with students. Such activity helped to better monitor the student's general satisfaction with the delivery of lectures, to monitor their progress on the research for their dissertations and to appoint student representatives to EMUNI Bodies (Management Board, Senate, and its commissions). The topics discussed were satisfaction with the faculty board, IT functioning, outgoing Erasmus Mobilities, dissertation proposals progress, attendance at lessons, preparation for F2F period (visa procedures, residence permit procedures, covid tests, accommodation...) personal issues students might face during a global lock-down etc. Student's meetings were recognised as very useful method of monitoring student's satisfaction, maintaining quality assurance of the programme and a real-time problem-solving method.

Dates of student's meetings:

15 October 2020: Student's Introductory Meeting + Erasmus days event

23 October 2020: Online 1st year Student's Meeting

12 November 2020: Online 1st year Student's Meeting

19 November 2020: Online Student Council Session

15 December 2020: Online 1st year Student's Meeting

21 January 2021: Graduate year Student's Meeting

21 March 2021: Correspondence Student Council Session

24 March 2021: Online 1st year Student's Meeting

30 March 2021: Correspondence Student Council Session

30 March 2021: F2F 1st year Student meeting

30 May 2021: Graduate year Student's Meeting

9 June 2021: Graduate year Student's Meeting

21 June 2021: Graduate year Student's Meeting

6 July 2021: Correspondence Student Council Session

6 July 2021: Online 1st year Student's Meeting

The Education department has organized several extra-curricular activities and opportunities for students. This served to maintain the level of student engagement

and affiliation with EMUNI throughout the academic year. Students had the chance to broaden their professional knowledge and skills, to expand their circle of contacts, to experience an international environment, to increase their motivation and satisfaction with studies, to increase the opportunity for professional and career development, to better understand and respond to social, linguistic, and cultural diversity and to better understand interconnections between formal and non-formal education. Despite the lockdown in Slovenia during the F2F period, which proved challenging for the study process,, we still managed to organize a few F2F extra-curricular activities for the students. The actions worth sharing is presented below:

October 2020 (online) – Students were invited to a roundtable on the Erasmus days, organized by EMUNI, which promoted and explained Erasmus+ programme for students and their opportunities for Erasmus+ exchanges

March 2021 (online): 2 guest lecturers organized workshops for IBC students, as an additional contribution to Internet Marketing course

April 2021 (F2F): Field trip Naravni park Škocjanski zatok

April – May 2021 (F2F): Student's participation in short-movies making on Learning Slovenian Language for Foreigners

June 2021(online): Student's participation in Incoming virtual Mobility for Staff from Virtual University of Tunis

August 2021 (online): One EMUNI student participated in Summer School "Virtual Module of Intercultural Learning" organized by Istanbul Aydin University. A certificate with extra ECTS will be included in the supplement of Diploma at the end of the studies.

September 2021 (F2F): EMUNI student was the Master of Ceremony at EMUNI Annual Conference

April – September 2021 (online): EMUNI students actively participated in four Info Days organized by EMUNI University

September 2021(F2F): roundtable titled "Human Mobility at The Heart Of Mediterranean" at EMUNI premises, organized by EMUNI and Povod

September 2021 (F2F): Students prepared the video-clips for the purpose of promoting the first ever Day of the Mediterranean in the framework of the Social Media Campaign launched by the Union for the Mediterranean.

In the academic year 2020/21, EMUNI performed an incoming study mobility for the first time. A student from Turkey joined classes in the 2nd semester (first part online, later joining lectures in Piran for F2F period). The student integrated very well with the group and successfully concluded his mobility. He actively participated in extra-curricular activities organized by EMUNI. We estimate this contribution to EMUNI student body as very beneficial in terms of internationalization and cultural/linguistic

contribution, taking into consideration he was the only non-Arabic speaking student in the class. We aim for more incoming student mobilities in the next academic year.

The student's representative of the QA Commission for the academic year 2020/21 liaised with his colleagues on regular students' meetings. His task was to coordinate a development of a document "Info Kit for Students", where the whole student body gathered important information related to study and living in Piran for future students. Moreover, he acted as a tutor in sense of guiding and helping students when in Slovenia. He collaborates with EMUNI staff in promotion activities and joins F2F meetings of EMUNI guests, representing EMUNI student body.

From the administrative point of view, teachers were in close collaboration with the Education department throughout the academic year. Communication with teachers is established regularly by email and phone. Any issue faced by the faculty (regarding students' activities, deadlines, student's tasks, schedule, communication...) were promptly raised with the competent staff. Three faculty board meetings were organised in the academic year 2020/21.

Students' Transition Between Study Years and Re-Enrolment

The transition of students from 1st to 2nd study year and from 2nd study year to the graduation year is shown in Table 2.1.1. The analysis below is based on the IBC masters' study programme only, where all free places were not fulfilled in each academic year.

In the 2020/2021 Academic Year five students continued from the 2nd onto the graduate year. Since no student enrolled in the 1st study year in the 2019/20 AA, none continued to the 2nd year.

Table 2.1.1: Number of students passing from 1st to 2nd study year and from 2nd study year to the graduation year per Academic Year at the Master's study programme in Intercultural Business Communication.

Academic Year	1st to 2nd Year	2nd to Graduation Year
2014/2015	0	0
2015/2016	0	0
2016/2017	4	0
2017/2018	0	4
2018/2019	0	0
2019/2020	5	0
2020/2021	0	5

Success in Performing Exams

Success in performing the exams was measured by the average grade of all exams taken by all cohorts of students enrolled in the 1st, 2nd and graduate year in each academic year, which is shown in Figure 2.1.2 and with the average grade for each course for the Academic year 2020/2021 (Table 2.1.2). Data shows that the average grade at the exams in the Academic Year 2020/2021 is almost the same as in the previous year, with a slight decrease.

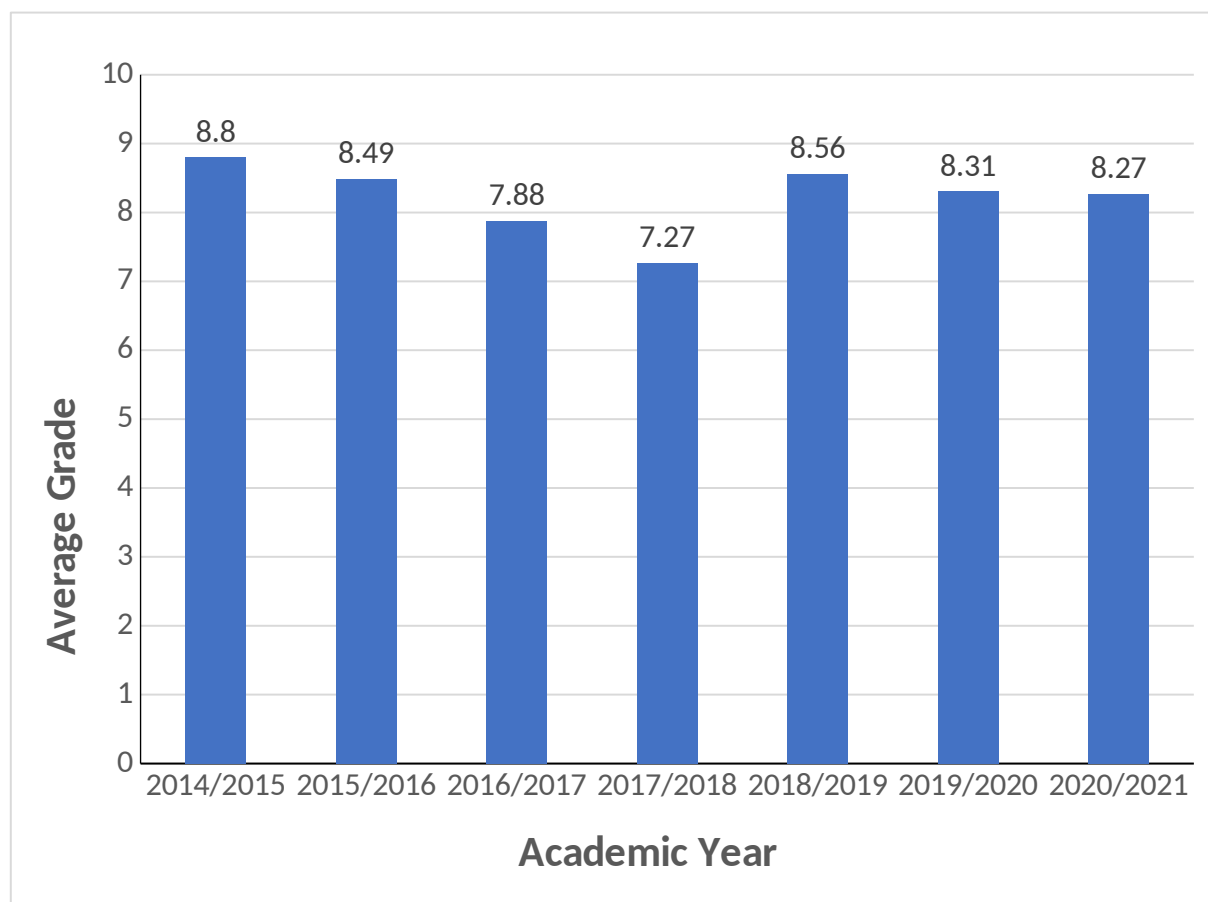


Figure 2.1.2: Average Grade per Academic Year.

Table 2.1.2: Average grade per course in the Academic year 2020/2021.

No	Course	AVG Grade
1	Foreign Language A - English Language 1	7,56
2	Foreign Language B - Italian Language 1	8,22
3	English Culture	9,00
4	Italian Culture	7,60
5	Intercultural Negotiations	8,22
6	Internet Marketing	8,56
7	History of the Global Socio-Economic Processes	9,44
8	Academic Writing Skills and Basic Research	7,56

Graduations

There were no graduations in academic year 2020/21, however, 3 out of 5 students enrolled to Graduate year prepared a proposal for their dissertation, which were approved by the Commission for Student and Study Affairs. There were altogether 4 meetings organised for Graduate year students, to encourage and motivate students for their research work. All three students prolonged their MT proposals to Academic year 2021/22.

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

Enrolment

In the Academic year 2020/2021 this non-degree study programme for further training in EuroMediterranean Innovation and Entrepreneurship Diploma (EMIED) was not implemented due to the COVID-19 crisis since it requires the physical presence of the students.

2.2 Study programmes under development

Study programme for further training in Euro-Mediterranean Studies

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

Since more than 5 years have passed from the first submission of the EMS study programme, the EMUNI Senate decided to revise and update the EMS programme before submitting it again for its accreditation. Therefore, several courses have been changed, added, or omitted in order to meet the 6 priority pillars of the Union for the Mediterranean, which represent also the fundamentals/bases of the EMS programme, as well as to be able to offer the courses as separate units in the form of elective courses for other study programmes or summer schools from similar fields. The same reasoning was applied also to the teaching staff (course holders), which have been chosen

from the latest EMUNI network. Moreover, most of the EMS courses have two course holders or collaborators, one national, from Slovenia and one international, from the EuroMed Region, which is in line with the Slovenian Higher Education Internationalisation Strategy.

Thus, the final Curriculum was prepared, consisting of one obligatory and 13 elective courses, of which participants must choose one (total 12 ECTS).

The updated EMS programme was adopted by the EMUNI Senate at its 34th session on 18 October 2019 and submitted for its accreditation to NAKVIS on 4 December 2019. Upon NAKVIS' request, the programme was withdrawn and resubmitted for its accreditation on 20 November 2020. 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. EMUNI is currently seeking partnership with other Euro-Mediterranean institution to redevelop this programme and apply for accreditation.

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

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

Implementation and enrolments

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.

Euro-Mediterranean Postgraduate School

Establishment

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

EMPoS Study Programmes

The first two programmes of the EMPoS, one Master programme and one PhD programme were developed, adopted by the EMUNI Senate in 2020 and submitted for accreditation in November and December 2020. The 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.

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

Accreditation

KHP is a 2-year master's study programme, which was developed in collaboration with the Science and Research Centre Koper and adopted by the EMUNI Senate at its 35th session on 27 February 2020 and amended on its 37th session on 22 June 2020. It was submitted for its accreditation to the NAKVIS on 9 December 2020. On 21 October 2021, NAKVIS granted accreditation to the study programme for an indefinite period.

Implementation and enrolments

The programme is going to be implemented under the framework of the Euro-Mediterranean Postgraduate School in the Academic year 2021/2022. A minimum of 10 enrolled part-time students will be needed to run the programme.

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

Accreditation

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

NAKVIS on 20 November 2020. 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.

Implementation and enrolments

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

2.3 Other Education Activities

Summer School on Sustainable 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.

3. RESEARCH, DEVELOPMENT AND PROJECTS

3.1 Research activity

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/> .

3.2 Project activities

Erasmus+ programmes

EMUNI was the owner of the Erasmus+ Charter for Higher Education in the previous programming period and is owner of the Charter for new Programme period (until 2027).

In October 2021 EMUNI celebrated Erasmus Days by organising four online events, from which one of them were for the purpose of the promotion of Erasmus+ Mobility KA103 Event was prepared with main aim to increase awareness of Erasmus+ Mobility project for a new cohort of EMUNI students and students from other University for possible incoming traineeships mobilities.

Event connected to the project “Internationalisation at home in the Mediterranean region”, is successfully organized, panell “Euro-Mediterranean countries – the cultural diversity and student cooperation **challenges** “and from various Mediterranean institutions attracted the attention of 96 participants.

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

Erasmus+ 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.

Erasmus+ KA2 CBHE “Cooperation in the development of a new Master’s study programme in Fisheries and Aquaculture in the Euro-Mediterranean Region - 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://fishaqu.eu/>.

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

The “MEDiterranean countries: Towards Internationalisation at Home " is addressed on the process of internationalisation of higher Education (IoHE) in 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.

MED2IaH, as one of the most demanding projects in relation to the large number of partners (17), after a few delays in the first year managed to reach almost all agreed activities for the second year of the project. We organized 4 capacity building webinars(full report [LINK](#).) , 1558 participants were present. , With the help of knowledge gained from webinars, partner institutions organized round tables at their institutions in order to improve the skills of university staff. with a study visit to Slovenia, where we had 19 participants from 7 partner institutions, a total of 962 employees at the university participated in the round tables (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 MED2laH project. The project started on 15 January 2020 and runs until 14 January 2022

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). 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 were organised by the end of the year. Achievements of VISION were also presented at conferences, webinars and published in various newsletters. 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 preparations with plane host UfM, Barcelona, but due to the Covid situation meeting was organized virtually.

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. More information about the project is available on:

<https://www.vision-project.org/>.

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 was submitted in early 2022.

Jean Monnet Centre of Excellence on Sustainable Blue Economy

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, interinstitutional and region-wide approach that is ingrained in the nature of the EuroMediterranean 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.

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

In 2021 EMUNI applied under the call Cooperation partnership KA2 with two project applications: "Cultural Studies in Business Reloaded" where we applied as a partner together with University of Split. and with 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.

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

In year 2021 there was no open call for Erasmus+, Capacity Building in Higher education.

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.

3.3 Other research-related activities

Publication - Scientific journal IJEMS

The publication of the International Journal of Euro-Mediterranean Studies (IJEMS) continues as planned. The journal represents an interdisciplinary contribution to research of topics relevant to the Euro-Mediterranean region. The two key priorities for the journal since 2020 were transition to an online submission system and enhancing the theme of Euro-Med cooperation in the journal. Both objectives were accomplished during 2021. Two issues were published in 2021.

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. The Conference report is available [online](#).

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

4. QUALITY ASSESSMENT AND ASSURANCE - SELF EVALUATION

In this chapter the evaluations for objective's achievements for the year 2021 are presented and categorised by activity. The evaluations refer to the objectives presented in Annex I of this document.

4.1 Education activities

Achievements and shortcomings

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

Objective number 2 (Promoting EMUNI educational programmes among target groups), cannot be positively evaluated, since in 2021 EMUNI has received a smaller number of students' applications than in previous year. Although EMUNI has organised several online events to attract students, we faced limitations in F2F promotional activities due restrictions in travel posed by covid 19.

In line with **objective number 2**, EMUNI staff has organised 4 webinars for students in 2021, promoting its programmes among partner institution students and other public. In addition, EMUNI organised 2 roundtables for students:

- "Human Mobility At The Heart Of Mediterranean" at EMUNI premises, organized by EMUNI and Povod in September 2021
- "Opportunities and Challenges of Erasmus Mobility", organised by EMUNI in October 2021.

Despite challenges in travel posed by covid-19, EMUNI has organised in 2021 traineeship mobilities for its students in Belgium in a Non-Governmental Organisation named House of Tournai, where 2 students from 1st year of IBC programme conducted 2 months traineeship mobility. In addition, one EMUNI student conducted a 3-months traineeship mobility in Paris, France in a company named "The Digital Factory". In 2022 we plan to organise more internships for students, as it also constitutes an obligatory part of the IBC programme.

In line with **objective number 4 (Developing Quality Educational Programmes)**, EMUNI has embarked on the development of an online Master Study Programme MBA in line with the latest standards of online education. Apart from a team of professional learning designers working together with the professors as subject matter experts, the courses are foreseen to undergo an extensive external

Quality Assurance. The Foundational course on the MPA has undergone an external QA in considerable depth and developed for its launch in June 2021.

According to the **objective number 4** and Quality Manual, EMUNI administration staff is regularly monitoring the student's and teacher's satisfaction with the online learning platform (Moodle and Big Blue Button) on student's and teacher's meetings. In the academic year 2020/21, we received positive feedback on its use and functioning. EMUNI has prepared a new version of the Quality Manual in 2020, which was discussed, amended, and adopted by EMUNI Quality Assurance Commission in February 2021. The Quality Assurance Manual of the EMUNI University determines the quality system and quality assurance procedures and instruments at the Euro-Mediterranean University.

For the academic year 2019/2020, the following criteria were determined as successful in the Quality Assurance report on Education through the Evaluation of the Questionnaires: students' overall satisfaction with the courses and teachers is positive and the organizational and administrative support is ranked very high; students' workload is appropriate; students were the most satisfied with the support of the EMUNI staff and technical assistance during the courses. Also, despite the pandemic and adjustments in implementation plan, first year students were able to attend the face-to-face academic activities in Piran in April 2021.

The 2021 (4th) edition of the Summer School on Sustainable Blue Economy was poised to take place face-to-face but was instead 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 autonomous study, interactive lectures, and teamwork. 38 students from 18 countries were present. The Summer School was jointly organized between EMUNI and OGS. Lecturers and experts from various institutions across the region were among the participants. 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).

Guidelines for further action

As evident by the analysis of the educational activities (section 2.1) and the evaluation of the strategic plan objectives, some corrective measures were deemed necessary. In 2022, EMUNI will strive to implement the following actions along its educational activities:

- **Increase the number of incoming study mobilities from Europe**, as it is a valuable contribution to internationalisation of the student body;
- **Maintain a high level of student engagement in extracurricular activities and establish cooperation with local institutions** for even more possibilities for students (Student organisation, University of Primorska);

- **Maintain a high level of motivation of students** through formal recognition of their outstanding achievements. Criteria for such evaluation will be prepared;
- Provide students with greater positive incentives to **finalise their dissertation**;
- **Establish cooperation** with South and North Mediterranean institutions **for students' internships**, which are an obligatory part of the IBC programme curriculum;
- Improve the **promotion of educational programmes and activities** through social media channels;
- Improve the implementation of the summer School by allowing greater interaction and providing **networking opportunities** among participants, whenever possible, and enhance the **use of the communication platform** before the beginning of the summer school
- **Improving the output of the summer school** by surveying participants on the subjects they would like to see addressed. This will be perhaps implemented at the application stage

4.2 Research and projects' activities

Achievements and shortcomings

EMUNI was able to create impact in research that outperforms the number of its employees. Besides generating research outputs by its own staff and attracting external funding of competitive calls (ARRS, Jean Monnet Centre of Excellence on Sustainable Blue Economy), EMUNI is capable of mobilizing researchers employed at other institutions throughout the region (eg. project VISION, FishAqu, and Med2iaH), where EMUNI's role as a coordinator supports research and cooperation at other institutions. Additionally, EMUNI's contribution to the research and the development of a scholarly community should be measured also by regular (and cost-free) publication of its open-access journal, International Journal of Euro-Mediterranean Studies (IJEMS). In 2021 EMUNI has published Volume 14 (2 issues) of IJEMS. The Journal is available in full open access in print and digital formats on the EMUNI webpage free of charge to both the authors and readers.

In line with **objective number 6**, EMUNI has submitted 12 applications for cooperation and research projects in 2021 (1 Applications for the Jean Monnet Module, 1 Application for the Jean Monnet Center of Excellence, 0 Applications for Capacity building in the field of Higher Education, 1 Application for individual mobility, 3 Cooperation partnership in Higher Education, 1 Norway Grant, 1 PRIMA, 1 Alliance for Innovation) and 1 competitive tender, while the previously set goal was

15. In this aspect, EMUNI has not accomplished exceeded goal. In 2021, EMUNI was granted 3 new projects, namely Jean Monnet Centre of Excellence on EU Sustainable Blue Economy and Mobility project for Staff in Programme countries KA1-131), and a competitive tender on Webinars on blue skills/careers/jobs/business. We do not have a target regarding project applications but evaluate the results as satisfactory with room for improvement in terms of awarded projects.

In accordance with **objective number 7** within the activity “Capacity Building of south Med Institutions’ international cooperation & project management offices”, EMUNI organized more than 16 meetings with partners along the MED2laH project alone. Within the framework of Erasmus days, EMUNI successfully organised an online event, “The cultural diversity and student cooperation **challenges**”, with panellists from various Mediterranean institutions and 30 participants. Notwithstanding the challenging circumstances imposed by the Covid-19 pandemic, all project activities went according to plan with only a six-months delay.

The VISION project, which EMUNI coordinates brings together diverse actors from academia, business, and civil society to perform research on the future of education for creativity, innovation and entrepreneurship. As such, it is one of the most promising projects that EMUNI is involved in since its outputs could be adopted by EMUNI as future actions. The inability to organize live meetings went almost unnoticed as the partners organised monthly online meetings and *ad hoc* meetings (a total of more than 16 in the second year) to avoid any shortcomings and delays. The project partners published four scientific articles and the first draft of the VISION book and successfully completed the project with the publication of the book.

In 2021, the AdapTm project was ended, to recuperate on the delays to the projected completion in 2020. In 2021, the foreseen staff and student mobilities were implemented successfully, other goals achieved, 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.

Guidelines for action

- Ideally, the number of researchers employed at EMUNI would have to increase to generate more research outputs and impact, and also apply for further funding, where there is certainly further untapped potential for EMUNI. Due to limited funds for employing researchers, the only option to achieve this is to open the doors and provide attractive working conditions for junior and other researchers who could propose topics and prepare competitive proposals and foresee their role in case their applications were successful.
- Allocate a stronger research role for EMUNI in proposals with attractive posts for young researchers (incl. where not feasible, part-time, remote work etc.)
- Reskilling some EMUNI staff to act as researchers and research managers capable of conducting research and coordinating research projects and

enrolling. This also entails enrolling, when possible, current and future staff in PhD programmes and other vocational training opportunities.

- Forging closer ties with researchers within the EMUNI inner circle and general assembly to collaborate closely along new and existing research projects and activities.
- Explore the possibility of establishing a think tank among EMUNI's Inner Circle Institutions, in line with Objective no. 10. This presupposes the availability of a project manager with a research background to support such activity and has been found not feasible at the moment.
- Enhance co-ownership by the editorial and advisory board members of IJEMS to attract more submissions and reviewers, as well as support quality publications in the journal.
- Turn certain project results into short research outputs and promote them as a way of effective science communication. Publish conference and events reports as official publications, with the required library standards. This goal has been partially accomplished with the production of a comprehensive and attractive conference report, but there is a lot of scope for effective communication of research work by the communication team.
- Explore offering short internships to support the research work at EMUNI.

4.3 Provision of operating conditions

Personnel

Achievements and Shortcomings

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

In line with objective number 12, a Qualitative Survey for Staff was performed online in the second half of October 2021. Out of 10 employees 7 questionnaires were completed, 1 of them being left blank although marked as completed.

The overall employment satisfaction is perceived as positive. The employees were asked to evaluate the: Working environment (Safe at workplace, equipment and working schedule); employment (satisfaction with employment, relations between employees and cooperation between EMUNU units); Work and tasks (clear expectations of supervisor, feedback on work) values of the organization (the employees share the values of the organization, supervisor takes me into account) and last question was about assessment, an individual approach to your employee, EMUNI is committed to ensuring that each employee does the job they do best.

The results of the Survey showed that employees are overall satisfied with working environment, all employees highly rated relations between employees, share the same values as the organization, they receive feedback regularly and are given opportunities for professional development. Almost all of EMUNI staff were particularly satisfied with the favourable working conditions, especially the flexible working hours and the possibility of work from home, even before this became the norm for all institutions during the pandemic.

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

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

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

For the year 2021, capacity building of EMUNI staff to better address project proposals preparation and project management (accordingly to **objective number 6**), can be very positively evaluated since several members of EMUNI staff have actively participated in more than 10 workshops for staff capacity building. Moreover, almost all EMUNI employees are involved on the project's proposals or its implementation. In the past year, EMUNI employees were actively involved in few capacity building events related to projects:

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

Guidelines for action

- Enhancing communication among EMUNI staff, including through periodic meetings, where employees can share their priorities and activities on regular basis. In this way communication between different units will improve and employees will be able to express their opinions on current work tasks and assignments.

- Establishing and utilizing an online collaborative work platform to support communication, following work progress and documentation of institutional activities.
- Supporting and urging all EMUNI staff to participate in the mobilities to the south Mediterranean countries funded by the ER+ programme to enhance their knowledge and orientation of the south Med. countries' cultures.
- Encouraging non formal gatherings and social activities to strengthen employees' relations and to create memories outside the working environment. This will positively impact team building, staff satisfaction and performance.

Financing

In line with **objective number 9**, the annual fee for EMUNI Inner Circle Members has been raised from 800 euros to 1,200 euros in 2018. Although certain institutions declined to continue their membership, net income has nevertheless increased. The Management Board adopted in its 50th session the EMUNI President's proposal to extend the annual Membership fee until 30th June 2021, and then request payment for half a year until the end of 2021 considering the Covid-19 pandemic.

A target was to receive 27 members in the Inner circle in 2021, but in fact due to the Covid-19 pandemic 22 members joined it with the payment of the annual reduced Membership fee in the amount of 600 euros/year.

Taking into consideration the impact COVID-19 is having on the global economy, it can be concluded that EMUNI positively maintained its incoming resources (MESS, Project, Other sources), but will have to strive towards increasing its budget in the next few years to allow for the projected growth in the planned activities.

Library and IT

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

During 2020, EMUNI explored options for improving digital library resources. It has expressed the intent to become a member of the consortium of institutions under the coordination of Central Technical Library (CTK) in purchasing access to the SpringerLink database. In 2021 EMUNI purchased access to the SpringerLink database that students now have access to.

Guidelines for action

- Renew agreements with the neighbouring partner institutions in Slovenia to comply with the NAKVIS requirements.

- Explore signing agreements with several south Mediterranean institutions to allow EMUNI students access to libraries while in their home countries.

4.4 Public Engagement and Societal Cooperation

Achievements and shortcomings

The University forged new connections thanks to project applications (Erasmus+ KA2 Partnerships for Digital Education Readiness). EMUNI has expanded its network, not only by adding two new members to its General Assembly and Inner Circle in 2021, but also through its work with partners and potential partners on ongoing projects and new project applications. According to the strategic plan (**objective number 7**), there are continuous communications with the GA and IC informing them of forthcoming events held by external organisations, as well as a quarterly newsletter containing all the news and developments of EMUNI University. The GA is also the first port of call when EMUNI decides to launch a project application and requests potential partners to join the consortium, in line with the University's attempts to involve the network in its activities.

In 2021, the number of GA institutions cooperating with EMUNI in projects (AdapTM, Fishaqua, Med2lah, Involve, Erasmus Mobility) was 14 (University of Catania, Klaipeda University, Alexandria University, Arab Academy for Science and Technology and Maritime Transport, University of Palermo, University of Montpellier, UniPegaso University, Al Akhawayn University, University of Tunis, Virtual University of Tunis, Heliopolis University, Philadelphia University, Lebanese International University, Kadir Has University).

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

The number of social media followers has increased significantly in the period since the last quarter of 2020 across all four platforms (Facebook, LinkedIn, Twitter and Instagram). Posting on EMUNI social media is more regular and consistent, following the internally designed Social Media Strategy guidelines, while the increased use of tagging partner institutions and external organisations has led to the attraction of more followers and likes.

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

change at other universities (positively evaluated **objective number 13**) but its activities have been put on hold.

According to **objectives number 3 and 8** (Pursuing support of EMUNI by Slovenian Govt. Institutions), EMUNI management had organised meetings with different Slovenian government ministries and services. These actions were more efficient in the last Months of the year, after the EMUNI Annual conference, in September 2021.

In October EMUNI University President had a meeting with the MFA State Secretary, dr. Dovžan as well as with the MESS Acting Director General, dr. Janžekovič (on behalf of the State Secretary, dr. Slavinec). In the same Month EMUNI university received a visit from the MFA State Secretary, dr. Raščan and dr. Šešum, General Director of the MFA Directorate for Economic and Public Diplomacy.

During these meetings, political and financial support to EMUNI were promised by both Ministries. Signs of more financial support by the Ministry of Education are being witnessed, but nothing concrete yet.

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

Guidelines for action

- Attracting new members to the EMUNI General Assembly and EMUNI Inner Circle (**objective number 7**) in order to expand the platform for dialogue within the Euro-Mediterranean region, as well as increase opportunities for cooperation.
- Increase the number of followers across all four Social Media platforms (Facebook, LinkedIn, Twitter and Instagram) following the consistent implementation of the Social Media Strategy Document (accordingly to **objective number 1**). In addition, EMUNI should aim for more engagement and interaction with its followers to raise the profile of its activities and educational programmes.
- In face of the pause of the project INVOLVE, the EMUNI University should devise its internal strategy consisting of a few feasible steps for positioning itself among sustainable or even transformative universities (**objective number 13**).

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

5.1 Improper or unexpected effects of the Work Programme implementation

There were no improper effects of the implementation of the Work Programme in 2021. Similarly, there were no significant unexpected effects, only slight deviation from the expected, due to the advent of the COVID 19 pandemic.

The lockdown caused by the pandemic did not have a significant effect on the implementation of the work programme, since EMUNI is a light-structure organisation and its ability to quickly adapt to changes. Some of the university body meetings and the projects and research meetings were organised/switched to online mode, causing little or no delay, albeit introducing quite a change. EMUNI managed to organise the annual conference, including GA, MB and Senate meetings in 2021 in presence.

The mode of online implementation of educational activities did not present a huge change, since EMUNI has already been conducting its educational programmes through blended learning. 1st year IBC students Fall Semesters in 2021 was conducted online, and efforts were made that this did not influence the efficiency of the education. However, 2nd year students were able to attend both Face-to-Face periods in 2021. Finally, administrative staff were already accustomed to periodic working from home, which is one of the features of favourable working conditions at EMUNI. Travel, mobilities and staff exchange were adjusted to the restrictions imposed by the pandemic.

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

The basic objectives of the Annual Work Programme 2021 have been achieved, which can be elicited in individual sections in the previous chapters and in Annex of the document, where objectives, activities and key performance indicators of the strategic plan are described. Certain target values of indicators were even exceeded.

Three study programmes were prepared for the consideration of the EMUNI Senate and eventually adopted by the EMUNI Senate in 2020, of which two were submitted for accreditation and one for notification, achieving the pre-determined objective earlier than anticipated. 2021 also witnessed the start of development and marketing of another study programme, master's in public administration. On 21 October 2021, NAKVIS granted accreditation to the study programme Kinesiology of human performance for an indefinite period.

EMUNI was very productive in 2021 in the application and acquisition of projects and implementation of projects' activities. The EMUNI Management Board, in its session adopting the annual report for the year 2020, commended the EMUNI management and staff for the number and quality of activities implemented in 2020, considering the small number of employees relative to the implemented work, and especially during the crisis posed by the pandemic.

The number of incoming and outgoing mobilities conducted for staff was much greater than in previous year. We successfully organised 3 mobilities for traineeship for students. In comparison with previous year, we were successful in organising student incoming mobilities for study and traineeship (one per each category).

5.3 Assessment of business efficiency and effectiveness

In 2021, EMUNI operated efficiently and cost-effectively, despite the challenges posed by the pandemic. Most of the objectives were achieved, attaining or exceeding the pre-set indicators.

The total revenues/incomes, by cash flow, compared to 2020 increased by 40%. It is important to note that the cash flow method does not provide the real picture of the finances, since EMUNI's revenues are mostly from EU-funded projects, a big part of which is often received by the institution in advance, also including payments to other partner institutions when EMUNI is the coordinator of the project.

On the other hand, speaking about the outgoings/expenditures, the labour costs, material costs and costs of services in 2021 are comparable with the previous year 2020, because of the continued Covid-19 pandemic.

5.4 Assessment of the functioning of internal control of public finances

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

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

5.5 Explanations regarding areas where objectives have not been achieved

We note that the key annual targets and indicators for 2021 have been achieved. The reason for under-achievement of certain objectives, related mostly to those involving travel &/or events organisation, is, by large, attributed to the unexpected COVID-19 crisis. The government-imposed restrictions on gathering and travel resulted in postponement or cancellation of some planned events in 2021. Detailed descriptions of shortcomings on specific areas, as well as guidelines for action are discussed in detail in chapter 4 of this document.

5.6 Assessment of the effects of operations on other areas

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

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

EMUNI is responsive to the changes in the environment, where it is operating and is constantly re-evaluating its priority areas and re-aligning them with the current policies, including those elaborated within the Union for the Mediterranean. In the year 2021, the key challenge was to continue responding to the multi-layered and prolonged crisis posed by the pandemic, including at higher education institutions (HEIs). Here, EMUNI's contribution was to identify opportunities and challenges for HEIs across the region, while stressing the need to establish a common Euro-Mediterranean higher education and research area. The EMUNI's annual conference 2021 was dedicated to this topic and a comprehensive report (available at this link) represent tangible contributions in this respect.

In 2021, EMUNI has continued to pay attention to the priority areas, as outlined by the MB and determined by the President of the University, who defined sustainable development, entrepreneurship, innovation, and management of higher education as priority areas. These topics are integrated into the context of EMUNI study programmes, summer schools, research activities, collaboration projects, participation at events and staff mobility. Within all these activities, attention is paid

to the horizontal aspect of fostering Euro-Mediterranean intercultural dialogue. EMUNI already serves as a centre for the creation of inter-institutional synergies/cooperation, networks, exchange of students and projects in the Euro-Mediterranean region. With the personnel mobility programme the process of intercultural exchange is getting positive impacts on both sides, host and guest institutions. Additionally, EMUNI's international Management Board constitutes a venue for co-creation high level regional dialogue.

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Table 1: Objective 1 (Enhancing EMUNI's communication and outreach with the network members, partners and other stakeholders)

OB 1 Enhancing EMUNI's communication and outreach with the network members, partners and other stakeholders			Accomplishment in 2021
	Activity	Investing in effective communication instruments & tools	
	KPI	An upgraded and efficient online communication platform is in place by the end of 2021 (verified through a survey)	Not accomplished
	Activity	Identifying, maintaining and updating a functional database of contacts, partners and stakeholders	
	KPI	A new efficient database for contacts in place by the end of 2021	In the process
	Activity	Developing and implementing an effective communication & outreach strategy	
	KPI	A communication strategy document	Accomplished at the end of 2020, beginning of 2021
	KPI	Number of social media followers increased by 20% in 2020, by 30% in 2021 and by 30% in 2022 Baseline (2018): 4524	Accomplished Facebook: 4479 page likes / 4583 followers, Twitter: 793 followers, Instagram 392 followers, LinkedIn 873 followers):

Table 2: Objective 2 (Promoting EMUNI educational programmes among target groups)

OB 2 Promoting EMUNI educational programmes among target groups				Accomplishment in 2021
	ActivityMarketing campaign			
	KPI	Agreements with agencies / Promotion on Educational Websites		Accomplished, EMUNI IBC students
		Baseline: 0 (2018)	Target: 1 Agency agreement, 2 Websites (2020)	from new intake reported a source of promotion from external web-pages 1 Agreement reached with educational opportunities aggregator website
	ActivityActive participation in Mediterranean universities education fairs and events			
	KPI	Annual increase of 10% of students enrolled who were approached durinapplg these events		Accomplished
				2020: 20% increase 2021: not accomplished due to limitations to travel posed by pandemic
	ActivityOnline marketing & outreach activities			
	KPI	Total number of student applications received per year		Accomplished 2020:
		Baseline:	Target:	

		3 (2017) 6 (2018)	9 (2019) 15 (2020) 50 (2021) 100 (2022)	22 IBC applications 17 MPA applications Total: 39 applications Not Accomplished 2021: 7 IBC applicants 10 MPA applicants Total: 17 applications	
	KPI	Organizing online webinars and workshops for students.			Accomplished (3 workshops in 2020)
		Baseline: 0 (2018)	Target: 2 (2019) 3 (2020) 4 (2021)		Accomplished (4 webinars, 2 roundtables in 2021)
	KPI	Number of social media followers increased by 20% for each year			Accomplished
Activity Enhancing practical (field) experiences through: Strategic partnerships with the enterprise, offering internships & practical field visit.					
	KPI	Number of visited private/business sector institutions (field visits)			Partially accomplished, in 2019 two in addition, in 2020 one in addition (difficult to implement field visits and internships due to pandemic) 2021: not accomplished due to a lockdown during F2F period
		Baseline: 15 (by 2018)	Target: + 3 (2019) + 4 (2020) + 5 (2021)		
	KPI	Number of internships / traineeships for students			2 (2019) accomplished
		Baseline		Target:	2 (2020) partially accomplished, due to covid-19 restrictions

			0 (2018)	2 (2019), 3 (2020), 4 (2021) 6 (2022)	3 (2021) partially accomplished
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Table 3: Objective 3 (Pursuing support of EMUNI by Slovenian Govt. Institutions)

OB 3 Pursuing support of EMUNI by Slovenian Govt. Institutions					Objective achieved in 2021
	Activity	Measures to convince Slovenian government institutions of EMUNI's potential: Institutionalise relations with different Ministries in Slovenia, where EMUNI could be useful (Education, FA, Culture, Env...etc), Engaging the foreign affairs services of neighbouring and major EU member states, Including representative of Slovenian MFA on MB			
		KPI	No. of meetings with different Slovenian government ministries and services		Accomplished: 3 in 2020 - 2x representative of MFA - 1x Minister of MESS Accomplished: 4 in 2021 - 3x State Secretary MFA - 1x Acting Director General MESS (on behalf of State Secretary MESS)
		KPI	Organising events in partnership with Slovenian government institutions		Accomplished: 2019: - Creative forum - Summer School Blue Growth,
			Baseline: 2 (2018)	Target: 3 (2019)	

				4 (2020) 5 (2021)	<ul style="list-style-type: none"> - Summer School Healthy and Active Lifestyle - Creatively activating young citizens (a MedHub discussion) <p>2020:</p> <ul style="list-style-type: none"> - Slovenian MESS representative in EMUNI Management Board, regular meetings. <p>2021:</p> <ul style="list-style-type: none"> - EMUNI Annual conference - Slovenian MESS representative in EMUNI Management Board, regular meetings.
	Activity	Periodic meetings with EU Ambassadors in Slovenia and Slovenian Ambs to Euro-Med countries			
	KPI	No. of organised meetings			<p>In 2019: Meeting with Ambassadors of the Republic of Albania, French Republic and the Republic of Turkey</p> <p>In 2020: None because of Covid</p> <p>In 2021: None because of Covid</p>
	Activity	Strengthening cross-border cooperation with neighbouring Italian universities and institutions (like Trieste, Udine)			
	KPI	No. of organised meetings			<p>2019:</p> <ul style="list-style-type: none"> - Summer School Blue Growth, Guest lecture at Science-Diplomacy module

					<p>in Master of Science Communication, MEDHUB Conference at OGS</p> <p>2020:</p> <ul style="list-style-type: none"> - Visit to organising committee of European Science Forum Festival (ESOF) <p>2021:</p> <ul style="list-style-type: none"> - Speaking at the Science and Law conference in Trieste - Mobility KA-103 at the University of Urbino
		KPI	No. of applied projects with Italian universities		2019:3
			Baseline: 3 (2018)	Target: Increase 1 per year, starting in 2019	2020:3 2021:3

Table 4: Objective 4 (Developing Quality Educational Programmes)

OB 4	Developing Quality Educational Programmes	Objective achieved in 2021
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	Activity	Identifying EMUNI's comparative & competitive niche where EMUNI can focus its educational activities (e.g. Umbrella Master Prog. in Euro-Med Sustainable Development)		
		KPI	Development of a new overarching Master programme by 2021	Accomplished (MBA)
	Activity	Developing an innovative & interactive online e-learning platform		
		KPI	High level of student's and teacher's satisfaction with e-learning platform based on evaluation questionnaires (by 2021)	Accomplished, results described in Quality assurance report on education
	Activity	Developing relevant educational programmes & activities serving Euro-Med region's challenges		
		KPI	Number of programmes	N/A
			Baseline: 2 (Academic year 2018/2019)	
		KPI	Target: 5 (Academic year 2023/2024)	N/A
			At least 1 joint study programmes and 4 academic activities with partner institutions from Euro-Med Region by 2023/2024	

Table 5: Objective 5 (Accrediting EMUNI's own educational programmes and certificates)

OB 5	Accrediting EMUNI's own educational programmes and certificates			Objective achieved in 2021
	Activity	Lobbying Ministry of Education and the Slovenian Agency for Quality Assurance & Accreditation (NAKVIS) to accept accrediting EMUNI's programmes		
		KPI	Number of submitted programmes for accreditation (by 2021) and no. of accredited programmes by 2023/2024	Accomplished; by the end of 2020 two programmes submitted for accreditation and one to the notification to NAKVIS

	Activity	Approaching the Parliament of Slovenia to clarify the HE Act article dealing with EMUNI and lobbying at the SQAA (NAKVIS) to change the Criteria for accreditation and external evaluation of HE institutions and study programmes		Accomplished by other means
	Activity	Pursuing accreditation of EMUNI programmes through other EU agencies		
		KPI	In case of inability to accredit EMUNI programmes in Slovenia by the end of 2021, EMUNI will accredit educational programmes outside Slovenia by the end of 2022	N/A
	Activity	Pursuing opportunities for partnership with network institutions		
		KPI	Accreditation of MA in Public Administration in the Post Crisis Era (Willey, e-LearnAfrica) by the end of 2021	Not accomplished
		KPI	Accreditation of MSc in Kinesiology of Human Performance (ZRS) by the end of 2021	Accomplished
		KPI	Accreditation of PhD in Globalization, Cultural Pluralism and Modern Societies by the end of 2021	Not accomplished
		KPI	Notification of MA in North African and Middle Eastern studies (Al-Akhawayn	Not accomplished

			University in Ifrane) by the end of 2021	
		KPI	Organizing one Professional School of Blue Growth per academic year	Not accomplished due to the pandemic 2021: Accomplished
		KPI	Accreditation of Study Programme for further training – Euro Mediterranean Studies, by the end of 2021	Not accomplished
		KPI	Accreditation of Study Programme for further training – Innovation and Entrepreneurship, by the end of 2022	N/A

Table 6: Objective 6 (Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities)

OB 6	Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities				Objective achieved in 2021	
	Activity	Developing and implementing measures whereby EMUNI is more successful in identifying/addressing relevant CFPs, forging appropriate partnerships and consortia & receiving projects funds				
		KPI	Number of proposals submitted in line with EMUNI's objectives and educational activities			Not accomplished, 2020: 21 2021: 12
			Baseline: 13 (2018)	Target: 15 (2019) 15 (2020)		

			15 (2021)	
			15 (2022)	
		KPI	Number of projects received in line with EMUNI's objectives and educational activities	
	Activity		Baseline: 4 (2018)	Target: 4 (2019), 5 (2020), 6 (2021), 7 (2022)
				Partially accomplished, 2019: 6 (Med2lah, Vision, Mobility K107, Mobility K103, FishAqua, LabMAF) 2020: 4 (Involve, Mobility K107, Blues, ARRS) 2021: 3 (KA131-Erasmus+ Mobility, Webinars on blue skills/careers/jobs/business - 22 - PRO324WEB-2021, Centre of Excellence on EU Sustainable Blue Economy)
		Capacity building of EMUNI staff to better address project proposals preparation and projects management.		
		KPI	Capacity building activities and workshops conducted by EMUNI for staff CB or their participation in workshops organised by other entities	
			Baseline: 0 (2019)	Target: 2 (2019), 3 (2020), 4 (2021)
		KPI	At least 50 % of the EMUNI's employees are involved in proposal preparation and project implementation by 2020 and 75% by 2022	
				Accomplished 2020: 6 out of 7 2021: 5 out of 9

Table 7: Objective 7 (Reinforcing the links/forging stronger partnerships with the EMUNI network, especially with Inner Circle Institutions (ICIs))

OB 7	Reinforcing the links/forging stronger partnerships with the EMUNI network, especially with Inner Circle Institutions (ICIs)			Objective achieved in 2021
	Activity	Enforcing collaboration along projects (esp. EU funds), staff capacity building and educational & research activities		
		KPI	Number of partner institutions of IC and GA involved in newly achieved projects	Accomplished 2019: 11 2020: 3 2021: 0
			Baseline: 0 (2018) Target: + 10% (2019) + 20% (2020)	
		KPI	Inter-institutional agreements among IC and GA members	N/A
			Baseline: 16 (2018) Target: 20% increase (2024)	
		KPI	Increased number of incoming / outgoing mobilities from / to IC and GA member institutions	N/A

			Baseline: 27 (2018)	Target: 20% increase (2022)		
	Activity	Sharing best practices in institutional management & fundraising				
		KPI	Organising relevant events with the GA and IC institutions			Accomplished with modifications (online)
	Activity	Capacity Building of south Med Institutions' international cooperation & project management offices				
		KPI	Organising at least 1 event per year			Accomplished, more than 15 in 2020 within Med2lah project Accoplished, AdapTm Final conference, MED2laH Study visit
	Activity	Developing EMUNI satellites within some IC premises				
		KPI	Signing agreements to establish these satellites			N/A
			Baseline: 0 (2018)	Target: 2 by 2024		

Table 8: Objective 8 (Rectifying EMUNI's status as an International Organisation)

OB 8	Rectifying EMUNI's status as an International Organisation			Objective achieved in 2021
	Activity	Lobbying the Ministries of Education and Foreign Affairs to amend the Higher Education act to reflect EMUNI's function as an international higher education institution		
		KPI	Meetings with both Ministries	Accomplished
		KPI	Policy recommendations drafted / delivered by EMUNI	Not accomplished
	Activity	Exploring possibilities to conclude a host country agreement with two other Euro-Med states: Lobbying the Slovenian MFA, Lobbying the SOM of the UfM, Approaching the foreign offices of several Euro-Med countries, including France, Italy and Egypt		
		KPI	Meetings with Slovenian MFA and Ambassadors of different Euro-Med countries to discuss the possibility of committing to a host country agreement	Not accomplished
		KPI	Presentation to the SOM of the UfM to discuss the possibility of transforming EMUNI into an international organisation	Not accomplished

Table 9: Objective 9 (Diversifying sources of funding for the EMUNI's activities)

OB 9		Diversifying sources of funding for the EMUNI's activities		Objective achieved in 2021
	Activity	<p>Stabilising & diversifying sources of funding:</p> <p>Ministry Operating Funds: negotiating with the Ministry of Education, Science and Sport to increase funding, based on EMUNI's recent achievements. Also linking funding to overall progress rather than no. of students.</p> <p>Annual Membership Fees: attracting more network members into the IC and by furthering EMUNI's appeal and provided services</p> <p>EMUNI Satellites: Satellites should provide funds for their activities and pay an annual fee to EMUNI</p> <p>Projects Funding</p> <p>Scholarships, Grants & Donations</p> <p>Consultancy Services to different corporate and non-corporate entities</p>		
	KPI	Increase amount of annual budget (by cash flow)		2019: accomplished
		Baseline: 589.904,21€ (2018)	Target: +10% (2019) +20% (2020) +50% (2024)	2020: Not accomplished, as described in SE report

		KPI	Decrease % of Ministry funds of total budget		N/A
			Baseline: 35,56 % (2018)	Target: 25% (2024)	
		KPI	Increase the cost of membership fees in the year 2020 by 50%		Accomplished, from 800 eur to 1200 eur
		KPI	Increase a number of paying IC members		Accomplished in 2019: 26 Not accomplished in 2020: 23 (higher amount of a membership fee) Not accomplished in 2021: 22
			Baseline: 23 (2018)	Target: 26 (2019), 26 (2020), 27 (2021), 30 (2022), 35 (2023)	
		KPI	Increase % of tuition fees of total budget		N/A
			Baseline: 0,51% (2018)	Target: 3% of the budget (2021) 10% of the budget (2024)	
		KPI	Increase % of project's funds of total budget		N/A
			Baseline: 39,99% (2018)	Target: 50 % of the total budget (2024)	

Table 10: Objective 10 (Providing Euro-Mediterranean policy makers with evidence enabling them to make informed decisions in priority policy areas)

OB 10	Providing Euro-Mediterranean policy makers with evidence enabling them to make informed decisions in priority policy areas		
	Activity	Establish EMUNI Think Tank	
		KPI	Agreement among the partner institutions to establish the think tank (2022)
		KPI	No. of events/activities by the think tank by the end of 2024

Table 11: Objective 11 (Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy)

OB 11	Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy			
	Activity	Reviving the Centre for Arab, Islamic & Middle Eastern Studies		
		KPI	No. of events and activities conducted by the centre	
			Baseline (2018): 0	Target (By 2024): 5
	Activity	Strengthening links with existing partners & developing new partnerships with actors in the fields of Inter-Cultural Dialogue and Science Diplomacy		
		KPI	No. of agreements signed with relevant institutions	
			Baseline (2018): 0	Target (By 2024): 6

	Activity	Conducting a series of debates and round tables across the Mediterranean, under the titles “EMUNI Talks”, “EMUNI Debates”		
		KPI	No. of events and activities conducted	
			Baseline (2018): 0	Target (2022): 3

Table 12: Objective 12 (Enhancing the working environment at EMUNI with a view to developing ownership of staff and attracting qualified and competent international staff)

OB 12	Enhancing the working environment at EMUNI with a view to developing ownership of staff and attracting qualified and competent international staff			Objective achieved in 2021
	Activity	Developing an innovative HR policy providing staff incentives & favourable working conditions, including: Flexible Working Hours Flexible Attention Policy Conceptual Blending		
		KPI	Staff satisfaction as elicited by periodic surveys	Accomplished, survey performed and results described in the QA report.
		KPI	Annual staff performance appraisal	Accomplished, performed

					at the end of 2021 and individually at the end of the year 2021
		KPI	Increase no. of international academic staff in EMUNI's programmes and educational activities		N/A
			Baseline:33 (2018)	Target: Increase by 50% (2024)	

Table 13: Objective 13 (Advancing and promoting sustainable development in the Euro-Mediterranean)

OB 13	Advancing and promoting sustainable development in the Euro-Mediterranean			Objective achieved in 2021	
	Activity	Promoting SDGs in activities			
		KPI	Number of SDGs to which EMUNI is contributing		Accomplished, through research activities
			Baseline: 3 - SDGs 4,5,14 (2018)	Target: 4 (2020) - SDGs 4, 5, 12, 14 6 (2024)	
	Activity	Project to transform governance at higher education institutions towards SDGs			
	KPI	Number of projects on the topic of SDG governance		Accomplished	
		Baseline: 0 (2018)	Target: 1 (by 2020) 2 (by 2024)	INVOLVE project	

Legal basis of the operation

EMUNI is an international association of universities, established by means of EMUNI Memorandum of Association in conformity with the Foundation Charter of EMUNI University and pursuant to the Act Amending the Higher Education Act (Official Gazette of RS, no. 64/08 issued on 27. 6. 2008).

The EMUNI University with the seat in Slovenia, organised as a Slovenian legal entity, registered as a higher education private institution (in 26.11.2008, registration no. 3487288000). 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.

National legal basis of the operation:

- 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.