

# **EURO-MEDITERRANEAN UNIVERSITY (EMUNI)**

## **Self-Evaluation Report 2022**

### **Prepared by:**

Prof. Dr. Abdelhamid El-Zoheiry, Dr. Jerneja Penca, Karen Gladović, Tiwana Grlj, Alenka Breznik, Ana Šajn, Polona Oblak, Sophie Burton Pogledič, Nika Bartole

### **Responsible person for the report:**

Prof. Dr. Abdelhamid El-Zoheiry, President of the EMUNI University

### **Discussed by:**

EMUNI Quality Assurance Commission and EMUNI Senate

### **Adopted by:**

EMUNI Senate at its 44<sup>th</sup> session on 27.3.2023

***Piran, January 2023***

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# 1 ORGANISATIONAL CONTENT

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## 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 multinational organisations & other stakeholders
7. Developing an attractive & productive working environment (**Stimulating Working Environment**)

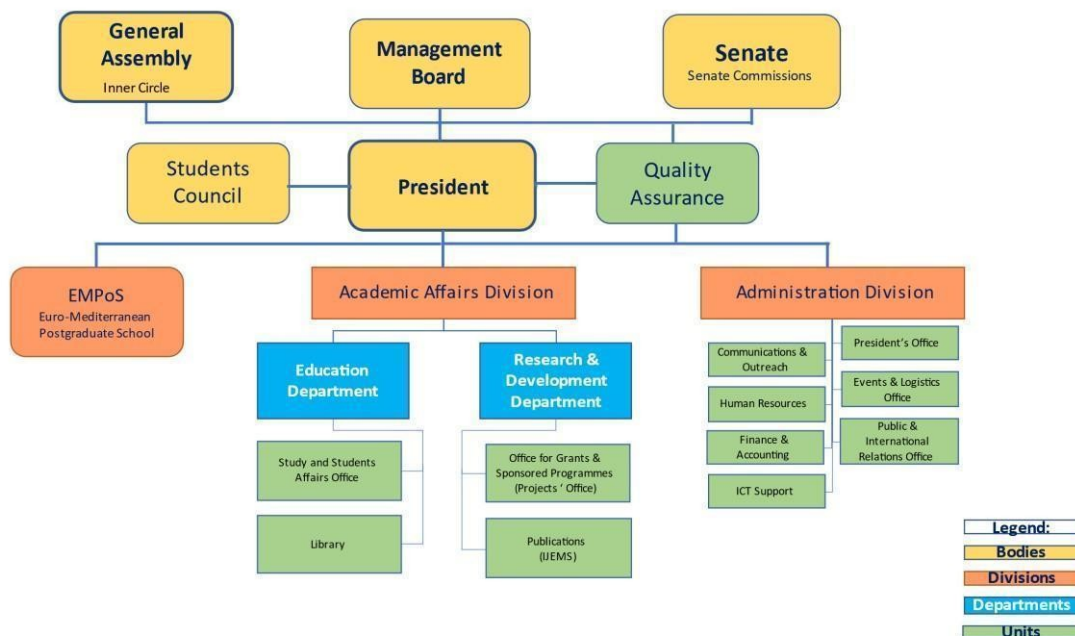
## Objectives

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.

In September 2022 the Members of the EMUNI Management Board, EMUNI President and EMUNI Staff held the 56<sup>th</sup> Management Board meeting to discuss and adopt the EMUNI Progress Report and EMUNI Gender Equality plan. Both were later presented at the 43<sup>rd</sup> Senate session and 14<sup>th</sup> General Assembly session.

## 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 2022

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 41<sup>st</sup> 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, the EMUNI General Assembly has 139 Members from 33 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. UBI Business School Brussels (Belgium),
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**

<b>Year</b>	<b>No. of partners</b>	<b>No. of countries</b>	<b>Vice Chair 1</b>	<b>Vice Chair 2</b>
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 <sup>1</sup>	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 <sup>2</sup>	135	34	×	×
2021	137	34	Prof. Dr. Ludvik Toplak	Prof. Dr. Abdelaziz Hassanein Mohamed Saad Konsowa
2022	141	34	Prof. Dr. Rouchdy Zahran	Prof. Dr. Giuseppe Cataldi

<sup>1</sup> 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 June 2018.

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

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

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

In 2022 the General Assembly was held on 15 September 2022.

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

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

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

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

1. Prof. Dr. Michèle Gendreau-Massaloux, France (Chairperson)
2. Ambassador Hatem Atallah, Tunisia (Co-Chairperson)
3. Prof. Dr. Rado Pišot, Slovenia
4. Prof. Dr. Hassan Nadir Kheirallah, Egypt
5. Prof. Dr. Giuseppe Cataldi, Italy
6. Prof. Dr. Mouïin Hamzé, Lebanon
7. Prof. Margarita Arboix-Arzo, Spain (Member of the international public figures of  
repute)\*
8. Dr. Maysoun Ibrahim, Palestine (Member of the international public figures of  
repute)
9. Prof. Dr. Moustapha Bousmina, Morocco (President of Euro-Med University of  
Fes)
10. Mr. Álvaro Albacete Perea (representative of the Union for the Mediterranean)
11. Ms. Darinka Vrečko, Slovenia (representative of Slovenian Government)
12. Dr. Jerneja Penca, Slovenia (representative of EMUNI employees)
13. Ms. Yara El-Turk, Lebanon (representative of EMUNI students)

\*Resigned on 27 November 2022.

The Management Board appointed Prof. Dr. Michèle Gendreau-Massaloux, France, as Chairperson at its 44<sup>th</sup> 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 2022 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. Mouïin 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. Dr. Maysoun Ibrahim, Palestine
17. Eslam Mostafa, EMUNI University (student), Egypt
18. Elizaveta Byasova, EMUNI University (student), Russia
19. Yara El-Turk, EMUNI University (student), Lebanon
20. Emna Jbara, EMUNI University (student), Tunisia

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 24<sup>th</sup> 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 41<sup>st</sup> session of the EMUNI Management Board on 26 June 2018 with another 5-year term of office starting on the 1<sup>st</sup> 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 2<sup>nd</sup> and 3<sup>rd</sup> 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 Eslam Mostafa, Egypt

The students' representative was nominated by the Students Council on 16 November 2022.

**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 15 September 2022, are:

1. Prof. Dr. Dušan Lesjak, Slovenia
2. Prof. Dr. Claudio Cressati, Italy
3. Prof. Dr. Lotfi Ben Romdhane, University of Sousse, Tunisia

### **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 15 September 2022, are:

1. Prof. Dr. Hassan Nadir Kheirallah, Egypt (Chairperson)
2. Prof. Dr. Joseph Shevel, Israel
3. Prof. Dr. Nada Trunk Širca, Slovenia
4. Karen Gladović, Representative of EMUNI employees, Slovenia
5. Student Eslam Mostafa, Egypt

The students' representative was nominated by the Students' Council on 16 November 2022.

## **Students' Council**

On 16 November 2022, 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. Marwen Ayed (Chair of the Student Council), Tunisia
2. Eslam Mostafa (Vice-Chair of the Student Council), Egypt
3. Yara El-Turk, Lebanon
4. Elizaveta Baysova, Russia
5. Emna Jbara, Tunisia

The Student Council nominated student's representatives for the Management Board on 31 March 2022, and for the Senate and its Commissions on 16 November 2022 as follows:

- Management Board: Yara El-Turk (Lebanon). Term expires on 31 March 2023.
- Senate: Eslam Mostafa (Egypt), Elizaveta Byasova (Russia), Yara El-Turk (Lebanon), Emna Jbara (Tunisia). Their term ends on 19 November 2023.
- Commission for Student and Study Affairs: Eslam Mostafa (Egypt). Term ends on 19 November 2023.
- Quality Assurance Commission: Eslam Mostafa (Egypt). Term ends on 19 November 2023.

## **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 2022:**

### **Sessions of the EMUNI General Assembly**

- 13<sup>th</sup> EMUNI General Assembly took place on 15 September 2022 in Fez (Morocco).

### **Sessions of the EMUNI Management Board**

- 55<sup>th</sup> Management Board correspondence session was held between 18 February and 22 February 2022.
- 56<sup>th</sup> Management Board regular session was held on 15 September 2022.
- 57<sup>th</sup> Management Board video conference session was held on 4 November 2022.
- 58<sup>th</sup> Management Board correspondence session was held between 24 November and 28 November 2022.

### **Sessions of the EMUNI Senate**

- 42<sup>nd</sup> Senate VC session was held on 2 March 2022.
- 43<sup>rd</sup> Senate regular session was held on 15 September 2022.

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

- CSSA correspondence session was held from 4 to 8 July 2022.
- CSSA correspondence session was held from 13 to 19 September 2022.
- CSSA correspondence session was held from 26 to 28 September 2022.
- CSSA correspondence session was held from 21 to 25 October 2022.
- CSSA correspondence session was held from 12 to 16 December 2022.

### **Sessions of the EMUNI Habilitation Commission (HC)**

- HC correspondence session was held from 17 to 21 February 2022.

### **Sessions of the EMUNI Quality Assurance Commission (QAC)**

- QAC VC session was held on 14 June 2022.
- QAC correspondence session was held from 11 to 15 July 2022.

### **Sessions of the EMUNI Student Council (SC)**

- SC VC session was held on 31 March 2022.
- SC VC session was held on 16 November 2022.

## **1.5 Provision of operating conditions**

### **Personnel**

EMUNI has 8 employees on 31 December 2022 corresponding to 7 FTEs. The personnel plan for 2023 foresees the average number of 10 employees to relieve all employee's workload, increase their job satisfaction, decrease stress levels, increase attention to detail, which directly affects the easier achievement of EMUNI goals.

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

<b>Job Position</b>	<b>Organisation Unit</b>	<b>31 DEC 2022</b>	<b>Type of Contract</b>	<b>Source of Financing 2020</b>
President of EMUNI	President of EMUNI	1	Contract of employment	MESS, other sources
Administrative assistant / manager	International Cooperation Unit/ Office for sponsored programmes	1	Contract of employment	MESS, other sources

Administrative assistant / manager	Education & Research	3	Contract of employment	MESS, other sources
Administrative assistant / manager	HR, General Affairs, Legal	1	Contract of employment	MESS, other sources
Administrative assistant / manager	Administration of Education	1	Contract of employment	MESS, other sources
Administrative assistant / manager	General Administration and Finance	1	Contract of employment	MESS, other sources
<b>TOTAL employees</b>		<b>8</b>		

**Table 3: List of other contractors**

Job Position / Field of work	Area	Type of Contract	Source of Financing 2022
Project Experts	Flshaqu, Med2laH, OER-CODEX	Authorial work contract, Business Cooperation Contracts	Project Funding
Other experts	IT support, Marketing manager	Business Cooperation Contracts	Projects Funding
Lecturers	Study programmes	Authorial work contract	Tuition fees, MESS
External experts	IT	Authorial work contract	Projects Funding

## 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 three (3) 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 three (3) years by source of financing, by Cash Flow Method (in EUR)**

Source / Year	Year 2022	Year 2021	Year 2020	Index Act. 2022 / Act. 2021	Index Act. 2022 / Act. 2020
	1	2	3	$4=1 / 2 * 100$	$5=1 / 3 * 100$
<b>Public Finances</b>	981.382,50	683.377,96	405.493,53	143	242
MESS	340.000,00	291.000,00	250.000,00	117	136
Other funds-projects from the EU budget	641.382,50	392.377,96	155.493,53	163	412
<b>Other sources</b>	38.863,37	26.023,94	100.970,81	149	38*
<b>Sales of goods and services on the market (Tuition fees)</b>	4.855,96	2.145,00	1.291,00	226	376

<b>TOTAL AMOUNT</b>	<b>1.025.101,8 3</b>	<b>711.546,90</b>	<b>507.755,34</b>	<b>144</b>	<b>202</b>
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\*The figure of the Index does not show the real picture of the “Other sources” during the years, as the funds coming for the Slovenian National Agency project were included in the year 2020 into the revenue group “Other sources” but starting with the year 2021 they were moved to the group “Other funds-projects from the EU budget”.

In 2022, EMUNI University had EUR 1.025.101,83 in revenues from public finances (MESS and EU projects), Tuition fees and other sources of financing, which is EUR 313.554,93 more compared to the previous year 2021 and even doubled its revenues amount compared to the year 2020. The table illustrates the inflows in the last three (3) years by source of funds. The largest part of inflows in 2022 comes from EU projects, MESS sources and other sources.

When looking at Table 4 we can see the MESS funds stagnating through the years 2020-2022, taking in consideration that the additional EUR 40.000,00 in 2022 EMUNI University received for the Lunch of the Euro-Mediterranean Innovation Camp competition.

The calculated Indexes indicate the fact that the EMUNI University successfully increased its diversification income sources in 2022 and 2021 compared to the year 2020. This is one of the improvements of EMUNI, to not depend on MESS 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 2020 by source of financing, by Cash Flow Method (in EUR).**

Type of cost / year 2020	TOTAL	MESS funds	EU funds	Other sources (Membership fees, bank fees, refunds) and Tuition fees
<b>TOTAL INCOMES</b>	<b>507.755,34</b>	<b>250.000,00</b>	<b>155.493,53</b>	<b>102.261,81</b>
<b>TOTAL COSTS</b>	<b>854.954,83</b>	<b>250.000,00</b>	<b>578.016,03</b>	<b>26.938,80</b>
- COST OF MATERIAL	6.554,20	2.833,07	3.721,13	0,00
- COST OF SERVICES	552.513,67	33.320,94	498.747,93	20.444,80
a. Activity costs	5.607,51	2.954,26	2.641,95	11,30
b. Investments and rents	28.200,00	18.000,00	1.800,00	8.400,00
c. Bank account and Insurance	7.980,32	605,03	1.546,04	5.829,25
d. Communality and transportation	4.108,32	1.087,44	3.020,88	0,00
e. Intellectual service	18.988,59	5.943,40	11.068,79	1.976,40
f. Business travel	23.119,97	2.683,56	20.436,41	0,00
g. Authorial work, Single task contract and Project partner's payments	445.474,57	-	442.446,72	3.027,85
h. Other services	19.034,39	2.047,25	15.787,14	1.200,00
- LABOUR COSTS	288.161,82	211.425,63	71.916,19	4.820,00



- OTHER COSTS	7.725,14	2.420,36	3.630,78	1.674,00
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- In the year 2020, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 507.755,34.
- MESS sources 250.000,00 EUR (49,2%)
- EU sources 155.493,53 EUR (30,6%)
- Other sources 102.261,81 EUR (20,2%)

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 6: 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	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
<b>TOTAL INCOMES</b>	<b>711.546,90</b>	<b>291.000,00</b>	<b>392.377,96</b>	<b>28.168,94</b>
<b>TOTAL COSTS</b>	<b>935.078,53</b>	<b>291.000,00</b>	<b>596.350,98</b>	<b>47.727,55</b>
- 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
- LABOUR 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%)
  - Other sources 28.168,94 EUR (4%)

59,1% of the funds EMUNI 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%).

**Table 7: Structure of the Total expenditures/outgoings for the year 2022 by source of financing, by Cash Flow Method (in EUR).**

Type of cost / year 2022	TOTAL	MESS funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
<b>TOTAL INCOMES</b>	1.025.101,83	340.000,00	<b>641.382,50</b>	43.719,33
<b>TOTAL COSTS</b>	1.032.350,88	340.000,00	<b>655.219,82</b>	37.131,06
- COST OF MATERIAL	15.638,73	10.481,64	5.157,09	0
- COST OF SERVICES	703.726,36	95.684,26	578.017,29	30.024,81
a. Activity costs	9.353,44	5.041,14	4.299,82	12,48
b. Investments and rents	33.976,00	22.200,00	2.176,00	9.600,00
c. Bank account and Insurance	10.171,85	953,16	1.801,66	7.417,03
d. Commuality and transportation	5.582,63	4.150,00	1.432,63	0
e. Intellectual service	19.400,30	9.726,67	9.673,63	0
f. Business travel	85.144,96	6.708,61	78.436,35	0
g. Authorial work, Single task contract and Project partner's payments	490.626,57 44.495,68 446.130,89	43.955,01 17.972,29 25.982,72	444.971,56 24.823,39 420.148,17	1.700,00 0,00 0,00
● Authorial work contracts				
● Partner payments				

h. Other services	49.470,61	2.949,67	35.225,64	11.295,30
- LABOUR COSTS	302.871,54	230.906,10	71.965,44	0,00
- OTHER COSTS	10.114,25	2.928,00	80,00	7.106,25

- In the year 2022, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 1.025.101,83.
  - MESS sources 300.000,00 EUR + 40.000,00 EUR (Innovation Camp competition) (33,2 %)
  - EU sources 641.382,50 EUR (62,6%)
  - Other sources 43.719,33 EUR (4,2%)

66,8% of the funds we received from the EU, Tuition fees and other sources, the remaining 33,2% of the funds came from MESS sources.

The funds were mainly used to cover the Costs of Services (68,2%), Labour costs (29,4%) and the remaining was distributed between Costs of material and Other Costs (2,4%).

As seen from the above table, in 2022 the EMUNI University generated a surplus of expenditures over revenues. However, this surplus should be considered in light of a bigger surplus of revenues over expenditures from previous years in the amount of 91.260,12 EUR (balance at the end of 2021).

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

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

**LABOUR COSTS includes:** Gross Salaries, Salary substitution, food and transportation to work costs, holiday allowance, Employer contribution (2<sup>nd</sup> 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 various 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 expanded its premises in Palazzo Trevisini by adding a library space on 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 EMUNI aims to fulfil its 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 2022, EMUNI continued to inform the public about its activities and events while the contact details of EMUNI's network were updated and a communication strategy 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 members, including its network; a positive media profile, nationally and internationally; and 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 project 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 4.600 followers, while 4500 people like the page ([www.facebook.com/emuni.university](https://www.facebook.com/emuni.university)).

The EMUNI LinkedIn page in 2022 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 1098 followers as of 2022 and all metrics relative to the last quarter of 2022 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. To diversify EMUNI newsfeed channels, in 2022, the EMUNI twitter account was used to focus more on sharing 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. However, engagement percentages still do not meet expectations. EMUNI Twitter has 807 direct followers. The Twitter address of EMUNI is: [twitter.com/emuni](https://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 2022 EMUNI initiated a paradigm shift in its communication, prioritising synthetic and cohesive visual content on Instagram. The Instagram account has 495 followers.

In 2022, EMUNI produced the following electronic promotional publications:

1. E-Newsletter: throughout the year (online).
2. Intercultural Business Communication promotional material.
3. Kinesiology of Human Performance promotional material.
4. MED2Iah 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 2022 EMUNI 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 2021/22, 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 the 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 2022, 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.

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 identify 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 organisation and implementation, enrolment analysis, student performance and their mobility. Data for the academic year 2021/2022 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 Affairs.

The quality of the education activities was discussed in depth by the Quality Assurance Commission at its session on **27 February 2023** and documented in the Quality Assurance Report on Education with the Analysis of the Questionnaires 2021/2022. Based on this, concrete improvements in the quality assurance actions have been proposed and considered in this document.

### **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 35<sup>th</sup> session on 27 February 2020 and amended on its 37<sup>th</sup> 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 was going to be implemented under the framework of the Euro-Mediterranean Postgraduate School in the Academic year 2022/2023. A minimum of 10 enrolled part-time students that was needed to run the programme was not achieved. The programme will be further marketed and implemented with the view to enrolling the first students in the Academic year 2023/2024.

## **Master's study programme Intercultural Business Communication (IBC)**

In the academic year 2021/2022 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**

1<sup>st</sup> Study Year: 3 new students were enrolled into the 1<sup>st</sup> Study Year of the Academic year 2021/2022.

2<sup>nd</sup> Study Year: 9 students were enrolled into the 2<sup>nd</sup> Study Year of the Academic year 2021/2022.

Graduate Year: No students were enrolled into the Graduate Year of the Academic year 2021/2022.

In the Academic Year 2021/2022 there were 2 face-to-face (F2F) periods implemented for the 2<sup>nd</sup> study year, and one face-to-face period for the 1<sup>st</sup> study year (due to the long visa application procedure, F2F was not possible to implement in the first semester for the 1<sup>st</sup> study year).

1<sup>st</sup> study year:

Programme activities started in an online format from 18 October 2021, with the courses English Language I, Italian Language I, Web Content Management, Internationalisation Strategies and Academic Writing Skills and Basic Research (AWSBR). From 14 February 2022 onwards, the second semester continued online, with courses English Language I, Italian Language I, Intercultural Marketing, AWSBR, English Culture and Italian Culture. Students came for the face-to-face (F2F) period to Piran on 2<sup>nd</sup> May 2022. The F2F period lasted until 3 June 2022.

2<sup>nd</sup> study year:

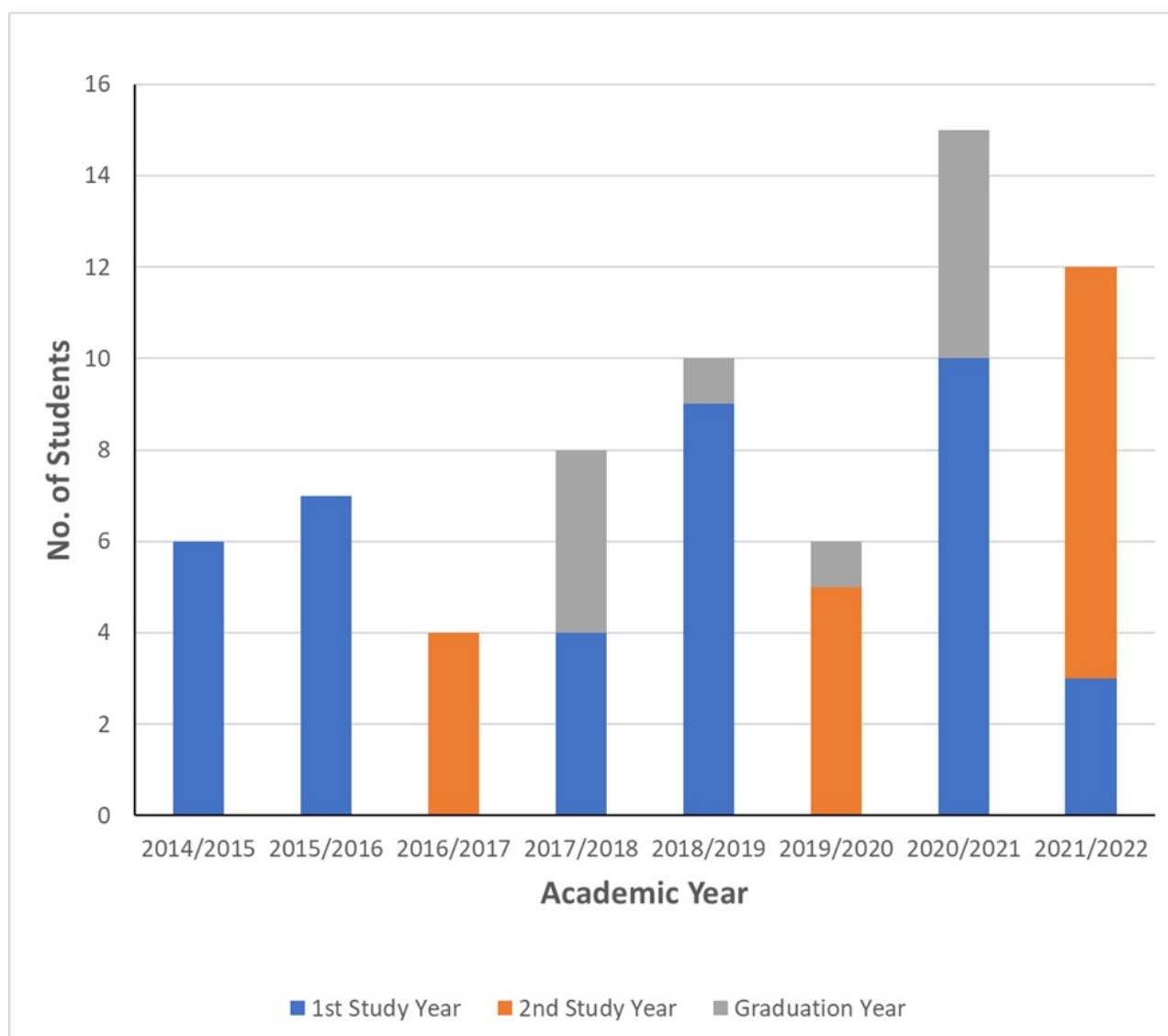
Programme activities started with the F2F period on 4 October 2021, and was followed by the online period, starting from 15 November 2021. The courses implemented in the first semester were English Language II, Italian Language II, Web Content Management, Internationalisation Strategies and Research Methodology in Social Sciences (RMSS). The second semester began online, with English Language II, Italian Language II, Intercultural Marketing, RMSS and Internship Course. It was followed by the F2F period from 2 May to 4 June 2022.

1<sup>ST</sup> and 2<sup>nd</sup> study year:

There were three Exam Periods in the Academic Year 2021/2022. The duration of the first exam period was from 17 January to 11 February 2022, the second exam period was held from 6 June 2022 to 1 July 2022 while the third took place between 22 August 2022 and 16 September 2022.

The number of enrolled students still falls far below the number of available places in the IBC programme. Therefore, more students need to be attracted with better and more focused promotional activities, which need to be tailored to the new generations' needs as well as with new, topical study programmes.

**Figure 2:** 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, across 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 to obtain additional education for those who are employed.

EMUNI's administrative staff organised one student meeting with 1<sup>st</sup> year students, two student meetings with 2<sup>nd</sup> year students, six meetings with both study year students, and two student council sessions alongside many (at least nine) individual meetings with students. Such activity helped to better monitor the students' 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 proposal progress, attendance of lessons, preparation for the F2F period (visa procedures, residence permit procedures, covid tests, accommodation...) personal issues students might face. Student's meetings were recognized as a very useful method of monitoring student satisfaction, maintaining quality assurance of the programme and a real-time problem-solving method.

Dates of students' meetings:

2 January 2022: Student individual meeting  
3 January 2022: Student individual meeting  
16 January 2022: Student individual meeting  
26 January 2022: 1<sup>st</sup> and 2<sup>nd</sup> year students' meeting  
25 February 2022: 1<sup>st</sup> and 2<sup>nd</sup> year students' meeting  
24 March 2022: Student individual meeting  
31 March 2022: Online Student council session & 1<sup>st</sup> and 2<sup>nd</sup> year students' meeting  
5 April 2022: Student individual meeting  
19 April 2022: 1<sup>st</sup> and 2<sup>nd</sup> year students' meeting  
3 May 2022: F2F 1<sup>st</sup> and 2<sup>nd</sup> year students' meeting  
31 May 2022: F2F 1<sup>st</sup> and 2<sup>nd</sup> year students' lunch meeting  
21 June 2022: Student individual meeting  
28 June 2022: Student individual meeting  
29 June 2022: Student individual meeting  
26 August 2022: 2<sup>nd</sup> year students' meeting  
9 September 2022: Student individual meeting

The Education department has organised 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 number of opportunities 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.

**The actions worth sharing are presented below:**

October 2021 (F2F, online) – Students were invited to a roundtable for Erasmus Days entitled “Student’s roundtable on Mobility Challenges and Opportunities”.

October 2021 (F2F): Organised field visit to Saint Trinity Church Hrastovlje, Slovenian Istria

October 2021: Organised lunch with EMUNI students, staff and EMUNI President

November 2021: Three EMUNI students from the 1<sup>st</sup> year participated in a virtual exchange programme together with three other universities; the Catholic University of Valencia (Spain), The Virtual University of Tunis (Tunisia), and International School for Social and Business Studies (Slovenia). During the four weeks of activities, students with different cultural backgrounds had discussions on how to think local and work global in virtual teams. By the end of the course, they had all received electronic badges of virtual exchange from Erasmus and Unicollaboration.

January – February 2022: student Yara El-Turk participated in online winter school at Istanbul Aydin University

April – September 2022 (online): EMUNI students actively participated in four Info Days organised by EMUNI University

May 2022 (F2F): EMUNI Students’ photo competition

May 2022 (F2F): 3-days field visit to Venice and Padua

May 2022 (F2F): Streaming a movie “Being Palestinian” and roundtable with movie director and main character

May 2022 (F2F): In collaboration with the University of Primorska, roundtable with the translator Saša Jerele

May 2022 (F2F): Organised roundtable on the topic of Francophonie with EMUNI teacher Polona Oblak

May 2022 (F2F): lunch with EMUNI President

May 2022 (F2F): guest lecturers as an additional contribution to the Intercultural Marketing

In the academic year 2021/22, EMUNI hosted two incoming study mobilities. One student from Greece and one from Romania joined IBC classes in the second semester (first part online, later joining lectures in Piran for F2F period). The students integrated very well into the group and successfully concluded their mobility. They actively participated in extra-curricular activities organised by EMUNI. We estimate this contribution to the EMUNI student body as very beneficial in terms of internationalisation and cultural/linguistic contribution, taking into consideration Erasmus students were the only non-Arabic speaking students in the class.

EMUNI organised six internships for students in the academic year 2021/22, out of which two were performed in Slovenia, one in Lebanon, one in Morocco and two in Italy. Two of the internships were financially supported by Erasmus+ Mobility project.

From the administrative point of view, teachers were in close collaboration with the Education Department throughout the academic year. Communication with teachers took place regularly by email and phone. Any issues faced by the faculty (regarding students' activities, deadlines, student tasks, schedule, communication...) were promptly raised with the competent staff. Two faculty board meetings were organised in the academic year 2021/22.

## Students' Transition Between Study Years and Re-Enrolment

The transition of students from 1<sup>st</sup> to 2<sup>nd</sup> study year and from 2<sup>nd</sup> 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 filled in each academic year.

In the 2021/2022 Academic Year, 9 students continued from 1<sup>st</sup> to the 2<sup>nd</sup> year. Since no student enrolled in the 2nd study year in the 2020/21, none continued to the Graduate year.

**Table 8:** Number of students passing from 1<sup>st</sup> to 2<sup>nd</sup> study year and from 2<sup>nd</sup> study year to the graduation year per Academic Year for 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
2021/22	9	0

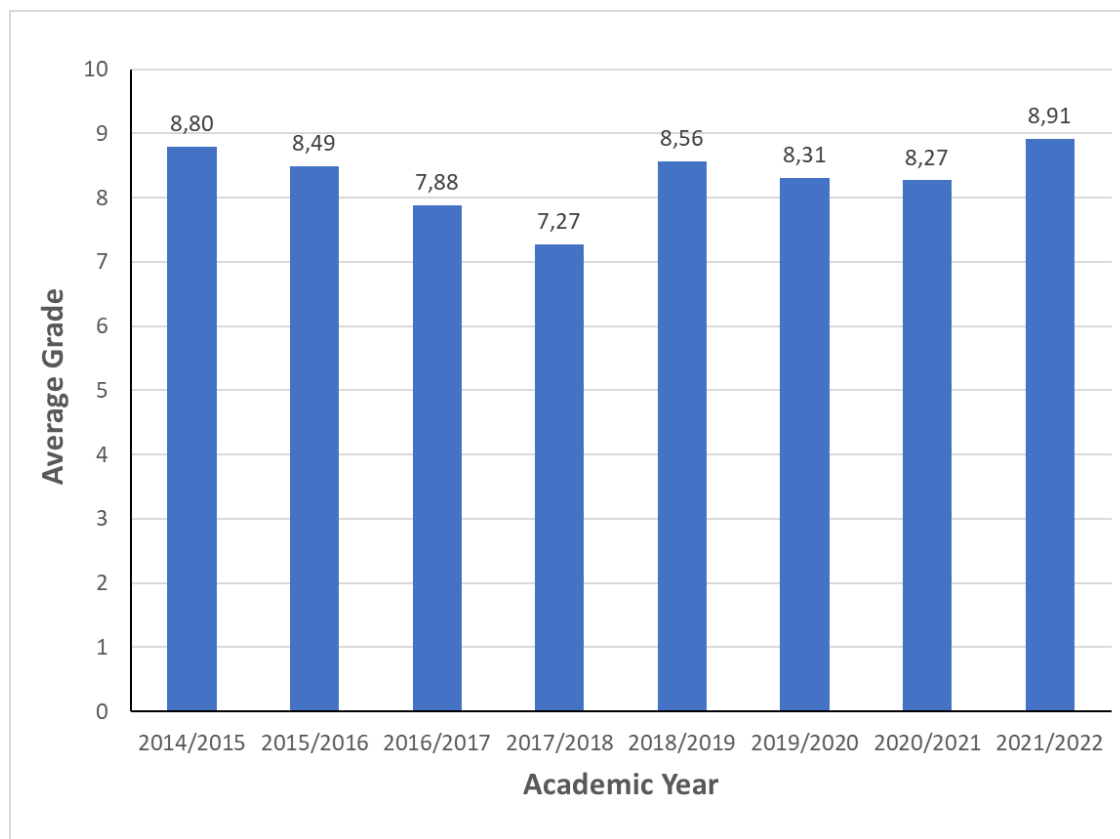
## Success in Performing Exams

Success in performing the exams was measured by the average grade of all exams taken by all cohorts of students enrolled in the 1<sup>st</sup>, 2<sup>nd</sup>, 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 2021/2022 (Table 2.1.2). Data shows that the average grade at the exams in the Academic Year 2021/2022 was the highest so far.

**Figure 3:** Average Grade per Academic Year.



**Table 9:** Average grade per course in the Academic year 2021/2022.

No	Course	AVG Grade
1	Foreign Language A - English Language 1	9,00
2	Foreign Language B - Italian Language 1	9,00
3	English Culture	9,00
4	Italian Culture	9,20
5	Intercultural Marketing	9,50
6	Web Content Management	9,25
7	Internationalisation Strategies	9,08
8	Foreign Language A - English Language 2	8,71
9	Foreign Language B - Italian Language 2	8,57
10	Research Methodology in Social Sciences	8,20
11	Academic Writing Skills and Basic Research	9,00

## **Graduations**

There were no graduations in the academic year 2021/22.

## **2.2 Study programmes under development**

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

This programme will be replaced by the Euro-Mediterranean Innovation Camp (EMIC).

### **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.

The EMUNI Management Board adopted the composition of the Strategic Board of EMPOS as follows: Prof. Michele Gendreau-Massaloux (Chairperson of EMUNI and EMPOS), Prof. Abdelhamid El-Zoheiry (President of EMUNI), Prof. Rado Bohinc (Chair of the EMPOS Senate), in addition to Prof. Rado Pišot, Director of ZRS and the Chairperson of ZRS Management Board. Prof. Gendreau-Massaloux was asked to be Chairperson of the Strategic Board and accepted.

EMPoS Senate was formed by the EMUNI Management Board on its 50th session on 24 November 2020, with the following members:

- Prof. Dr. Rado Bohinc,
- Prof. Dr. Lucija Čok,
- Prof. Dr. Nadja Furlan Štante,
- Prof. Dr. Dušan Lesjak,
- Assoc. Prof. Dr. Karim Moustaghfir,
- Assist. Prof. Dr. Jerneja Penca and
- Prof. Dr. Boštjan Šimunič.

EMPoS Senate held its first convening session on 17 May 2021. The EMPoS Senate and the Senate of EMUNI at its session on 14th of September 2021 concluded that a Strategy of EMPoS should be prepared, outlining future engagement in new study programmes including shorter modules. Senate of EMPoS and the Senate of EMUNI appointed a special working group to prepare the Strategy Prof. Dr. Rado Bohinc, Prof. Dr. Karim Moustaghfir, Prof. Dr. Lucija Čok, in addition to several members appointed by the EMUNI Senate: Prof. Rasha El Khouly, Prof. Lotfi ben Romdhane, Prof. Aleksandra Porjazoska Kujundziski and Dr. Jerneja Penca. The Strategy was adopted in the 2nd Session of the EMPoS Senate ON 8 June 2022.

## **EMPoS Study Programmes**

The first two programmes of the EMPoS, one Master programme (Kinesiology of Human Performance - KHP, described above) and one PhD programme (Globalization, Cultural Pluralism and Modern Societies - GCPMS) were developed, adopted by the EMUNI Senate in 2020 and submitted for accreditation in November and December 2020.

GCPMS was submitted for its accreditation to the NAKVIS on 20 November 2020. In October 2021, NAKVIS issued its negative opinion on the programme. KHP 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.

## **2.3 Other education activities**

### **Summer School on Sustainable Blue Economy**

The 2022 edition of the summer school on Sustainable Blue Economy was announced for 9-13 May 2022, focussing on the topic of Fisheries and Aquaculture in the Blue Economy. Apart from the usual intake of the students via the summer school (funding of the BLUES project), the summer school also anticipated 5 students from two universities participating in the FishAqu project (Marsa Matruh and Aswan), realising synergies among EMUNI's projects. The summer school was aiming not only at fostering knowledge in the blue economy but also intercultural understanding through educational activities. EMUNI's approach was to offer an intense programme considering contemporary challenges of fisheries, spreading over multiple disciplines, and applied most specifically to the Mediterranean and North Adriatic region. The context and objectives of the summer school are presented at: <https://emuni.si/projects/blue-economy-summer-school/>.

As the date was coming closer, serious uncertainties related to the travel of students were raised due to uncertain visa procedures in various countries and personal situations of individual students. Of the 25 applied and selected students, only 9 students arrived in Slovenia to benefit from the rich programme. As a contingency plan, all the students that applied but were unable to come were offered to participate online to the entire programme, all of which was streamed except for field trips and workshops. The online participation during the week was rather low. The

students participating in person reported on very high levels of satisfaction with the quality of the summer school and its organisation.

In 2022, EMUNI consolidated its partnership with both the Union for the Mediterranean (UfM) and the EuroMed University of Fes (UEMF), organising the annual conference on “Science Policy Interface in the Mediterranean Region”, which was organised in partnership with both institutions and hosted by UEMF in Fes, Morocco in September 2022. Also, in partnership with the UfM, EMUNI organized a webinar series titled Science Diplomacy for Sustainable Development in the Mediterranean in December 2022:

- **Webinar 1**, titled “Scientific Cooperation for Sustainable Regional Development” was conducted on 12 December, attended by 72 attendees, in addition to 8 panelists and speakers. Based on this webinar discussions and attendees’ queries, there is a need for intensified dissemination and promotion of the UfM R&I Agenda and Roadmaps, providing the research community with a sense of relevance and co-ownership for the R&I Agenda.

- **Webinar 2**, titled “Skills for Science Policy Interface” was conducted on 14 December, attended by 25 attendees, in addition to 6 panelists and speakers. This webinar 2 raised the interest of the professionals working at the science policy interface and increased their appetite for future training.

## **The Euro-Mediterranean Innovation Camp**

The Euro-Mediterranean Innovation Camp is an innovation competition and reality TV show developed and organised by the Euro-Mediterranean University (EMUNI), in partnership with the government of Slovenia and other national and international partners. Main objectives of the initiative are:

- Supporting the youth of the Euro-Mediterranean region to unlock their potential;
- Fostering the entrepreneurial skills, prospects of employability among the youth of the region;
- Creating opportunities for establishing innovative, knowledge-intensive start-ups in the Euro-Med;
- Incubating innovative ideas and initiatives and enhancing their prospects of commercialisation and access to the market;
- Popularising science and innovation among the youth of the Euro-Mediterranean region, with a view to encouraging the youth to acquire careers in Science.

The 24-week programme will be conducted once a year in the period from November 2022 to May 2023 with the following phases:

Phase 1: Application and screening

Phase 2: The Heats/Casting

Phase 3: The Workshop/Elimination

Phase 4: The Finals

The Final Episode “Finale” (one day at the end of May) will be a live event organised about one week after the Testing stage. The four finalists will be prepared for the episode through training on marketing and pitching their products to a wider audience by marketing and communication experts. The event will be attended by an on-site audience with representatives of the partners and their invitees. In addition, the episode will be live streamed on Youtube and other media. The final scores and ranking of the contestants will be awarded 50% by the jury and 50% by the audience (on-site and remote) voting.

Phases 2, 3 and 4 and the “Finale” will be documented through photography and videography, including contestants’ work, coaching, and mentoring, jury members deliberations, interviews with contestants and jury. The recorded material will be video-edited and constructed into 8 episodes of 45-60 minutes each. These will be aired on [EMUNI Youtube](#) channel and other media channels of partners. The programme will also be extensively promoted on social media.

### 3. RESEARCH, DEVELOPMENT AND PROJECTS

#### **3.1 Research activity**

##### **Project by the Slovenian Research Agency**

The project titled “Norm transfer in the EU and Slovenia – evaluating environmental and sustainability transformation” (Project code: J6-2562; start date: 1st September 2020, end 31st August 2023) running under the leadership of Dr Jerneja Penca as the PI, and in cooperation with the Faculty of Social Sciences, University of Ljubljana. <https://emuni.si/projects/evaluating-environmental-and-sustainability-transformation/>, has been running according to the operating plan. A scientific publication was published in Marine Policy in early 2022, two book chapters submitted in their final version, and one article accepted for consideration by editors for a Special issue of Energy Policy (but still undergoing the 2nd round of peer review at the time of writing). In early 2022 Dr Jerneja Penca was appointed the lead author of the Transformative change Assessment by the IPBES - Intergovernmental Panel on Biodiversity and Ecosystem Services, a global scientific effort that will result in an important report in 2025. In October 2022 she was appointed a lead author to the MedECC - Mediterranean Experts on Environment and Climate Change - report on

Water-Environment-Food-Energy nexus, thus forming part of a regional science-policy interface.

In 2023 work on the project will be ended with multiple publications in print and some in the pipeline for publication. A final report will be produced in August 2023.

More information about the project is available: <https://emuni.si/projects/evaluating-environmental-and-sustainability-transformation/>.

## 3.2 Project activities

### Erasmus+ programmes

In October 2022 EMUNI celebrated Erasmus Days by organising an online event focused on cultural diversities and inclusion. Our students come from non-European cultural backgrounds and face significant barriers when studying and/or working in Europe. Therefore, we were having a film projection of the movie “The Spanish Apartment”, that is addressing the cultural inclusivity between Erasmus students co-living in Barcelona to encourage students to speak freely and ask for support regarding the barriers they are facing.

To disseminate the project, we organized a round table on mobility experiences, attended by 20 participants, mainly EMUNI students and students from partner institutions.

### **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 Erasmus+ capacity building project FishAqu is running since December 2019. The consortium is composed of 4 European universities (University of Aveiro, EMUNI, University of Dubrovnik, University of Palermo) and 4 Egyptian Universities (Alexandria University, Arab Academy for Science, Technology and Maritime Transport, Aswan University, Matrouh University). The aim of the project is to develop capacities of practitioners and academics working on fisheries management and aquaculture in Egypt, in line with the directives of the Bologna process and the strategies of European Policy Cooperation (Education and Training 2020 framework) to launch a master’s degree programme on fisheries and aquaculture in Egypt, which has now been given the title Sustainable Management of Fisheries and Aquaculture Science.

During the year of 2022 work on the development of the master has continued, and so has preparatory work for its implementation in Egypt. This included the accreditation procedure in Egypt, capacity building of the academic staff,

dissemination of the project and promotion activities for the master programme. More information about the project is available: <http://fishaqu.eu/>.

## **Erasmus+ KA2 CBHE” MEDiterranean countries:**

### **Towards Internationalisation at Home - MED2IAH”**

The Project addresses the process of internationalisation of higher Education (IoHE) in Mediterranean countries as the one that requires immediate national and institutional response and joint action. Enabling national Higher Education (HE) bodies and Higher Education Institutions (HEIs) to strategically manage internationalisation in the provision of education, research, mobility, and services are regarded to be the project’s overall objective and the main underpinning of Partner countries’ accountable and complementary role in EHEA and ERA.

In MED2IAH, EMUNI is the coordinator, and together with 16 partners started the project on 15 January 2020.

During 2022, EMUNI organised three study visits to Napoli, Italy, Montpellier, France and Murcia, Spain. In September 2022, EMUNI organised project meetings with partners in Fes, Morocco, where a national conference was also held in the same period.

From February to April 2022, a student competition was held at all partner universities in the southern Mediterranean, where the best students within the project were given the opportunity to participate in the Student Boot Camp. Where it took place from June 6 to 16, students visited EMUNI University and got to know the culture not only of Slovenia, but also of Europe.

The last year of the project will bring challenges and require the commitment of all partners.

In 2023, EMUNI as coordinator plans to continue the practice from the previous year with regular consortium meetings (in 2021 we organised 6 of them online and 5 in hybrid) and internal meetings with individual partners (in 2022 we organised at least three meetings with each partner institution separately).

In the final project year 2023, EMUNI plans to organise two important meetings: Final conference 15 & 16 of March in Cairo, Egypt, and the last meeting of partners on 31 & 1 June 2023 in Amman, Jordan.

Due to COVID, which caused delays at the start of the project.

And to complete the project in the best possible way, we asked the European Commission for an extension of 6 months. More information about the project is available: <https://emuni.si/projects/med2iah/>.

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

VISION aimed to advance Europe’s capacity and effectiveness in teaching and training for creativity, innovation, and entrepreneurship (CIE). The project’s specific objectives were to:

1. 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.
2. 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.
3. Ensure that knowledge remains relevant and up to date, contributing to the preparation and implementation of EU programs and policies beyond 2020.

The project partners published four scientific articles and the first draft of the VISION book.

After meeting all the set goals, the project was successfully completed on 31 December 2021. The final report was submitted to the European Commission at the end of February 2022.

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

## **Erasmus+ Erasmus+ Open Educational Resources for Collaborative Online & Distance Education and eXchange - OER-CODEX**

OER-CODEX is an Erasmus+ project with the mission to develop OER course modules, conveying digital teaching and learning methods of online



collaborative learning in a blended learning context for educators in higher education (HE). OER-CODEX aims to increase the capacity and readiness of HE institutions to manage an effective shift towards digital education using the OER paradigm. Therefore, a methodology for educators to create their own OER course modules involving online collaborative learning for their own learning content will be developed. Based on this methodology, several modules of OER course modules regarding digital resources and collaborative learning in HE will be designed and piloted.

The project started in February 2022 and will conclude in 2025. More information about the project is available: <https://www.oer-codex.eu/>.

### **Erasmus+ Mobility for Staff and Students KA103, KA131 and KA107**

In 2022 EMUNI implemented three Erasmus+ mobility projects, one of them, KA103, successfully ended in May 2022. A report was submitted in mid-2022. In 2022, within all the Erasmus+ mobilities projects we implemented 24 mobilities.

In 2022 EMUNI continued with the implementation of a digital dashboard for inter-institutional agreements, in line with the strategy of the European Commission for the period from 2021 to 2027.

In 2022, EMUNI has signed 15 inter-institutional agreements with new partners from programme countries.

In 2022, two EMUNI students successfully conducted a 3-month traineeships mobility, one in Italy, the other one in Germany. There were no incoming students mobilities.

EMUNI staff has implemented four staff mobilities for training between the programme countries (Croatia, France, Greece, Italy) and two staff mobilities for teaching (Austria and Croatia).

In 2022, EMUNI staff have participated in numerous mobilities between programme and partner countries, namely as:

- Two outgoing staff mobilities for training in Tunisia,
- One outgoing staff mobility for training in Egypt,
- Three outgoing staff mobilities for training in Morocco.

More information about the project is available: <https://emuni.si/projects/erasmus-mobility/>.

### **INtegration of sustainable deVelOpment goals in uniVERsities for better climate change management - INVOLVE**

In 2022, the project INVOLVE (**INtegration of sustainable deVelOpment goals in uniVERsities for better climate change management - INVOLVE**) resumed its activities. 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.

The project faced quite some challenges since the Coordinator (Alexandria University, Egypt) decided not to proceed with the project and to handover the coordination to another Egyptian institution (Arab Academy of Science and Technology). The project is currently on hold, awaiting the approval of the EC for this amendment.

More information about the project is available: <https://emuni.si/involve/>.

## **New Granted Projects**

### **Erasmus+ Jean Monnet Centre of Excellence: Centre of Excellence on Sustainable Blue Economy (CoESUBE)**

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 project is also perfectly aligned with EMUNI’s strategic interest and engagement in the important and relevant themes of Sustainable Development and Blue Economy. Along the past years, EMUNI organised numerous events, roundtables and Summer Schools focusing on these topics. Therefore, the award of the CoE constitutes the acknowledgement of EMUNI’s continuous efforts along the years to be an active player in the fields of Sustainable Development and Blue Economy.

The Centre of Excellence was initially led by Dr. Jerneja Penca, who left EMUNI at the end of 2022. Her role as Director of the centre was assumed by Dr. Mounir Ghribi, who is also involved with the National Institute for Oceanography and Applied

Geophysics (OGS, Trieste). This appointment is strategic for both EMUNI and OGS, since It will build on the collaborative, inter-institutional and region-wide approach that is ingrained in the nature of the Euro-Mediterranean University. It will also leverage the positioning of both institutions which are actively involved in Blue Economy and together, and with the cooperation of several institutions specialising on issues of the blue economy, the objectives of the centre will be achieved and its impact on the region of the North Adriatic will be augmented.

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 started in February 2022 and will last for three years.

### **Erasmus+ Capacity building in the field of H.E.: Governance, Strategic Planning and Management of Higher Education Institutions (MORHEL)**

Coordinated by the Al Akhawayn University in Ifrane and involving 11 Moroccan higher education institutions and 3 European universities, this project will contribute to meeting the national priority for Morocco by reinforcing the Governance, strategic planning, and management of higher education institutions.

The project kick-off is planned in March 2023 in Morocco.

### **Horizon Europe: Change Hubs for Ecosystem Social Solutions' (CHESS)**

EMUNI was granted the Horizon project in 2022, for which it is the coordinator. The consortium consists of four full partners: Project Ahead – PJA (Italy), The European Social Fund Agency – ESFA (Lithuania), Centre for Research and Technology Hellas – CERTH (Greece), and Technische Universität Dortmund – TUDO (Germany) as well as two Associated Partners: The International Society for Professional Innovation Management – ISPIM (UK) and Social Innovation Exchange – SIX (UK).

This two-year project will kick off in mid-February 2023 at EMUNI premises, Piran, Slovenia.

### **3.3 Other research-related activities**

#### **Publication - Scientific journal IJEMS**

International Journal of Euro-Mediterranean Studies (IJEMS) is an international journal aimed at promoting intercultural dialogue and scholarly engagement with the Euro-Mediterranean region. EMUNI has been issuing the IJEMS since 2008. IJEMS is listed in the Scopus database and publishes articles free of charge for authors.

In 2022 the journal consolidated an online submission system and a 5-member Editorial Board continued working solely with online submissions. The Advisory Editorial Board has been renewed. 2 issues are being published (one in June, one in December) and there is a steady influx of articles. The key challenge remains the review procedure (due to a low response rate of reviewers) and inconsistent quality of submitted manuscripts, which require significant editorial attention.

In 2023, we plan to apply for a subsidy of the Slovenian Research Agency, subject to the call, and continue efforts to motivate the Editorial Board to support the manuscripts on their way to quality publications.

#### **Annual conference**

The EMUNI Annual Conference 2022 under the title “Science Policy Interface in the Euro-Mediterranean Region” was held on 15-16 September 2022 in Fez, Morocco.

The conference stimulated the Euro-Mediterranean movement in support of effective national and regional science-policy interfaces. The discussions highlighted the significance of science-for-policy dialogue and advice, by sharing knowledge on the exigencies and challenges of science-policy interface and mapped the ecosystems in various countries as well as at the regional level, while nurturing the community of stakeholders. Key conclusions drawn from the panel discussions, which engaged both the speakers and the participants, aim to feed into the regional cooperation and integration processes. 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

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In this chapter the evaluations for objective's achievements for the year 2022 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 the number of enrolled students is below the number expected. EMUNI will promote its programmes and target more students with new approaches in the following year, including via new academic and business networks, through activating its partner institutions in joint marketing initiatives and by building a new network of potential students during the Euro-Mediterranean Innovation Camp (EMIC).

In line with **objective number 2**, EMUNI staff has organised 4 webinars for students in 2022, promoting its programmes among partner institution's students and other public. In addition, EMUNI organised 3 face-to-face roundtables for students. EMUNI additionally organised six internships for students in the academic year 2021/22, out of which two were performed in Slovenia, one in Lebanon, one in Morocco and two in Italy. New partnership agreements with partner's institutions were signed and we consider the implementation of student's international internships as very important and successful.

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. Unfortunately, due to insufficient support and breach of the agreement from the partnering organization the launch of the programme has been put on hold for the time being.

According to the **objective number 4** and Quality Manual, EMUNI administration staff is regularly monitoring the students and teachers' satisfaction with the online learning platform Moodle on student's and teacher's meetings. In the academic year 2021/22, 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 2021/2022, the evaluation of students and teachers' satisfaction is described in the Quality Assurance Report on Education with Analysis of the Questionnaires. The results are discussed by the Quality Assurance Commission of EMUNI University.

The 2022 (5<sup>th</sup>) edition of the Summer School on Sustainable Blue Economy took place between 9 and 13 May 2022 and encompassed interactive lectures and teamwork, field visits. 36 students from different countries were present – Egypt, Tunisia, Morocco, Cyprus, Spain, Ghana, Palestine, Italy. 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 2023, 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 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**;
- **To continue establishing more cooperation with South and North Mediterranean institutions for students' internships**, which are an obligatory part of the IBC programme curriculum;
- **To increase the number of incoming and outgoing teaching mobilities**
- **To promote EMUNI programmes and target more students** with new approaches in the following year, including via new academic and business networks, through activating its partner institutions in joint marketing initiatives and by building a new network of potential students during the Euro-Mediterranean Innovation Camp (EMIC);

- **Increase the use of the communication platform for summer school** students before the beginning of the summer school;
- Improve the implementation of the summer School by **allowing greater interaction and providing networking opportunities** among participants whenever possible;
- **Provide prospective participants with a clearer outlook on the content of the Summer School** to make lectures more intelligible for participants with very diverse backgrounds. Establish proficiency baselines on the subjects treated during the summer school and manage expectations;
- **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. Cooperation between different organisational units will be strengthened with regular 30-minute meetings, where employees will be able to share their key priorities week by week. In this way communication between different units will improve and employees will be able to express their opinions on current work tasks and assignments.

## 4.2 Research and projects' activities

### Achievements and shortcomings

EMUNI was able to create an 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 mobilising researchers employed at other institutions throughout the region (eg. project FishAqu, Med2IaH, CHESS), 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 2022 EMUNI published Volume 15 (1) and Volume 15 (2) (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 17 applications for cooperation and research projects in 2022 (1 application for the Norway Grant, 1 application for the Jean Monnet Module, 1 application for the Jean Monnet Centre of Excellence, 4 Applications for Capacity building in the field of Higher Education, 2 for the research project Horizon, 2 for EIT HEI Initiative, 1 Knowledge Alliance, 2 for Strategic Partnership for HE, 2 InterReg projects, 1 EMFAF project, and 1 EU Social Fund). In this aspect, EMUNI has overachieved its goal. In 2022, EMUNI was granted

3 new projects, Horizon Europe Programme, Capacity building in the field of higher education and Jean Monnet Centre of Excellence. For 2 projects proposals we are still waiting the final decision.

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 organised more than 16 meetings with partners along the MED2IaH project alone. Within the framework of Erasmus days, EMUNI successfully organised an online event, “Valuing Diversity”, with a movie projection and 20 participants.

### **Guidelines for action**

- Ideally, the number of project officers employed at EMUNI would have to increase to generate more project proposals, and apply for further funding, where there is certainly further untapped potential for EMUNI. Due to limited funds for employing project officers, the only option to achieve this is to open the doors and provide attractive working conditions for junior and other project staff who could propose topics and prepare competitive proposals and foresee their role in case their applications were successful.
- Allocate a stronger project officer role for EMUNI in proposals with attractive posts for young project staff (incl. where not feasible, part-time, remote work etc.)
- Reskilling some EMUNI staff to act as project officers and research managers capable of project management and coordinating of the financial management part. This also entails enrolling, when possible, current, and future staff in PhD programmes and other vocational training opportunities.
- Forging closer ties with project managers 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 now.
- 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/project 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 annually through individual interviews between the President and the employees and carries out 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 2022. Out of 8 employees, 5 questionnaires were completed.

The overall employment satisfaction is perceived as positive. The employees were asked to evaluate the working environment (workplace safety, available equipment and working schedule), employment (work satisfaction, relations between employees and cooperation between EMUNU units), work and tasks (clear expectations of supervisor, feedback on work) values of the organisation (organisational and personal values compatibilities, progress evaluation) and opportunity at work (are the opinions heard and considered).

EMUNI staff were particularly satisfied with the favourable working conditions, especially the flexible working hours and the possibility to work from home. They highly evaluated workplace safety, as well as opportunities given to professionally to grow and develop their skills.

On the other hand, the annual survey has shown that there are some areas for improvements, including workplace equipment, regular feedback from supervisors and cooperation between organisational units.

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 2022, capacity building of EMUNI staff to better address project proposals preparation and project management (according 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 in 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 the Roundtable on Science and Diplomacy for Sustainable Development of the Mediterranean
3. Participation in the webinar series 'Science Diplomacy for Sustainable Development in the Mediterranean Region' in collaboration with the Union for the Mediterranean (UfM)

4. Participation at 1KA webinar for analytical managing of a data
5. 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 a 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 utilising 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 Erasmus+ 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 remains in the amount of EUR 1.200,00. The Management Board adopted in its 56<sup>th</sup> session the EMUNI President's proposal for raising EMUNI Inner Circle fees starting 2023.

A target was to receive 27 members in the Inner circle in 2022, but in fact 19 members joined it with the payment of the annual Membership fee in the amount of 1.200,00 euros.

Taking into consideration the impact POST-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 an 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. In 2022, EMUNI secured the ground floor of Trevisini Palace for the location of the library.

### **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 and expanded its network 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 2022, 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 2022 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.

In December EMUNI University received a visit from Her Excellency the Deputy Prime Minister and Minister for Foreign and European Affairs of the Republic of Slovenia, Tanja Fajon, and her Portuguese counterpart, His Excellency the Minister of Foreign Affairs, João Gomes Cravinho, who attended the Roundtable on Science and Diplomacy for Sustainable Development of the Mediterranean, hosted by EMUNI and the Centre of Excellence on Sustainable Blue Economy.

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**) 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 (according 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)

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### 5.1 Improper or unexpected effects of the Work Programme implementation

There were no improper effects of the implementation of the Work Programme in 2022. Similarly, there were no significant unexpected effects due to the ongoing COVID 19 pandemic, 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 2022 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. 1<sup>st</sup> year IBC students Fall Semesters in 2022 was conducted online, and efforts were made that this did not influence the efficiency of the education. However, 2<sup>nd</sup> year students were able to attend both Face-to-Face periods in 2022. Travel, mobilities and staff exchange were not affected by minimal 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 2022 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 predetermined 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 2022 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 2021, commended the EMUNI management and staff for the number and quality of activities implemented in 2021, 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 2 mobilities for traineeship for students, 10 staff mobilities for training and 2 staff mobilities for teaching.

### **5.3 Assessment of business efficiency and effectiveness**

The total inflows, by cash flow method, in the year 2022 reached the amount of EUR 1.025.101,83. Compared to 2021, it increased by 44% and even 102% compared to the year 2020.

EMUNI successfully increased in the year 2022 its diversification inflow sources compared to the previous years. The largest part of them is still coming from EU projects followed by MESS and other sources. This is one of the improvements of the university, to not depend on MESS sources as it was used to in the past years.

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

### **5.4 Assessment of the functioning of internal control of public finances**

EMUNI operates with public funds in accordance with the criteria and standards set by the relevant government bodies and 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 2022 have been mostly achieved.

**Objective number 2 (Promoting EMUNI educational programmes among target groups)** has been partially accomplished. On one hand, the marketing

campaign and online marketing and outreach activities have been quite successful, considering the increased number of social media followers. On the other hand, the number of students' applications and enrolled students in the degree programmes at EMUNI has not been accomplished. However, if we include the applications and enrolments in the shorter non degree programmes (eg. Summer School and EMIC), the pre-determined indicator will be exceeded by far (more than 150 applications and more than 30 enrolments).

**It must be added that the number of students enrolled in degree programmes is directly connected and related to the number of attractive programmes offered by EMUNI. As long as EMUNI doesn't have an adequate budget to hire more academic staff to develop programmes, the objective of increasing the number of students in degree programmes will not be reached.**

In 2022, EMUNI has explored a new approach in marketing its educational programmes. EMUNI staff have attended a conference organized by NET24 (education consultancy company) in Warsaw on 28 October 2022. During this event, EMUNI's educational department met with representatives of 13 student recruitment agencies to discuss the potential of students' recruitment. In the next months, the Study Affairs Coordinator held numerous follow-up meeting online with those agents. In an attempt to avoid any misrepresentation by agents, we are cautious and selective of those entities who are both credible and have a good track record. This vetting process is time consuming, but necessary. So far, a cooperation agreement was signed with one agency.

EMUNI is considering offering this networking opportunity between its educational partner institutions and the recruiting agents with good reputations during the next EMUNI General Assembly meeting in June 2023.

EMUNI will promote its programmes and target more students with new approaches in the following year, including via new academic and business networks, through activating its partner institutions in joint marketing initiatives and by building a new network of potential students during the Euro-Mediterranean Innovation Camp (EMIC).

## **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 2022, 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 2022 was dedicated to this topic and a comprehensive report represents tangible contributions in this respect.

In 2022, 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)

<b>OB 1</b>		<b>Enhancing EMUNI's communication and outreach with the network members, partners, and other stakeholders</b>		<b>Accomplishment in 2022</b>
	<b>Activity</b>	Investing in effective communication instruments & tools		
		<b>KPI</b>	An upgraded and efficient online communication platform is in place by the end of 2021 (verified through a survey)	Not accomplished
	<b>Activity</b>	Identifying, maintaining, and updating a functional database of contacts, partners and stakeholders		
		<b>KPI</b>	A new efficient database for contacts in place by the end of 2021	Ongoing
	<b>Activity</b>	Developing and implementing an effective communication & outreach strategy		
		<b>KPI</b>	A communication strategy document	Accomplished at the end of 2020, beginning of 2021
		<b>KPI</b>	Number of social media followers increased by 20% in 2020, by 30% in 2021 and by 30% in 2022 Baseline (2018): 4524	Accomplished Dec 2022 Facebook: 4500-page likes / 4600 followers, Twitter: 808 followers, Instagram 522 followers, LinkedIn: 1133 followers

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

OB 2	Promoting EMUNI educational programmes among target groups			Accomplishment in 2022	
	Activity	Marketing campaign			
		KPI	Agreements with agencies / Promotion on Educational Websites		Accomplished, EMUNI IBC students from new intake reported a source of promotion from external web-pages. 1 Agreement reached with educational opportunities aggregator website
			Baseline: 0 (2018)	Target: 1 Agency agreement, 2 Websites (2020)	
	Activity	Active participation in Mediterranean universities education fairs and events			
		KPI	Annual increase of 10% of students enrolled who were approached during these events		Accomplished  2020: 20% increase  2021: not accomplished due to limitations to travel posed by pandemic  2022: not accomplished
	Activity	Online marketing & outreach activities			
		KPI	Total number of student applications received per year		Accomplished 2020: 22 IBC applications Total: 39 applications  Not Accomplished 2021: 7 IBC applicants 10 MPA applicants Total: 17 applications  Partially Accomplished 2022:
			Baseline: 3 (2017) 6 (2018)	Target: 9 (2019) 15 (2020) 50 (2021) 100 (2022)	

				6 IBC applicants 1 KHP applicant 24 Summer School applicants 156 EMIC applicants Total: 7 applications	
	KPI	Organising online webinars and workshops for students.			Accomplished (3 workshops in 2020)
		Baseline: 0 (2018)	Target: 2 (2019) 3 (2020) 4 (2021) 4 (2022)		Accomplished (4 webinars, 2 roundtables in 2021)  Accomplished (4 webinars, 3 roundtables in 2022)
		KPI	Number of social media followers increased by 20% for each year		
	Activity	Enhancing practical (field) experience through: Strategic partnerships with the enterprise, offering internships & practical field visits.			
	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)
		Baseline: 15 (by 2018)	Target: + 3 (2019) + 4 (2020) + 5 (2021)		2021: not accomplished due to a lockdown during F2F period
	KPI	Number of internships / traineeships for students			2 (2019) accomplished
		Baseline 0 (2018)	Target: 2 (2019), 3 (2020), 4 (2021) 6 (2022)		2 (2020) partially accomplished, due to covid-19 restrictions 3 (2021) partially accomplished 6 (2022) accomplished

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 2022
	<b>Activity</b>	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't...etc), Engaging the foreign affairs services of neighbouring and major EU member states, Including representative of Slovenian MFA on MB		
	<b>KPI</b>	No. of meetings with different Slovenian government ministries and services		<p>Accomplished: 3 in 2020</p> <ul style="list-style-type: none"> <li>- 2x representative of MFA</li> <li>- 1x Minister of MESS)</li> </ul> <p>Accomplished: 4 in 2021</p> <ul style="list-style-type: none"> <li>- 3x State Secretary MFA</li> <li>- 1x Acting Director General MESS (on behalf of State Secretary MESS)</li> </ul> <p>Accomplished: 1 in 2022</p> <ul style="list-style-type: none"> <li>- 1x representatives of MFA</li> </ul>
	<b>KPI</b>	Organising events in partnership with Slovenian government institutions		Accomplished:
		<p>Baseline:</p> <p>2 (2018)</p>	<p>Target:</p> <p>3 (2019)</p> <p>4 (2020)</p> <p>5 (2021)</p>	<p>2019:</p> <ul style="list-style-type: none"> <li>- Creative forum</li> <li>- Summer School Blue Growth,</li> <li>- Summer School Healthy and Active Lifestyle</li> <li>- Creatively activating young citizens (a MedHub</li> </ul>

					discussion) 2020: - Slovenian MESS representative in EMUNI Management Board, regular meetings. 2021: - EMUNI Annual conference - Slovenian MESS representative in EMUNI Management Board, regular meetings.
	<b>Activity</b>	Periodic meetings with EU Ambassadors in Slovenia and Slovenian Ambs to Euro-Med countries			
	<b>KPI</b>	No. of organised meetings			In 2019: Meeting with Ambassadors of the Republic of Albania, French Republic, and the Republic of Turkey  In 2020: None because of Covid  In 2021: None because of Covid  In 2022: Meeting with Deputy Prime Minister and Minister of Foreign Affairs of the Republic of Slovenia and Portuguese Minister of Foreign Affairs
	<b>Activity</b>	Strengthening cross-border cooperation with neighbouring Italian universities and institutions (like Trieste, Udine)			
	<b>KPI</b>	No. of organised meetings			2019:  - Summer School Blue

**Annex I of the EMUNI Self-evaluation report for the year 2022**

				<p>Growth, Guest lecture at Science-Diplomacy module in Master of Science Communication, MEDHUB Conference at OGS</p> <p>2020:</p> <ul style="list-style-type: none"> <li>- Visit to organising committee of European Science Forum Festival (ESOF)</li> </ul> <p>2021:</p> <ul style="list-style-type: none"> <li>- Speaking at the Science and Law conference in Trieste</li> <li>- Mobility KA-103 at the University of Urbino</li> </ul> <p>2022:</p> <ul style="list-style-type: none"> <li>- Traineeship Mobility for students to Oxfam, Italy</li> <li>- Training Mobility for staff to Padua University</li> <li>- Field visit to University of Padua and University Ca Foscari (Venezia) for IBC students</li> <li>- Meeting with the president of the Italian community and guided tour of the Tartini house, which is</li> </ul>
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					now the seat of the Italian community - Participation at the event “Interview with the writer Marco Mancassola” and the screening of the movie “The Sicilian ghost story”, both organised by the Department of Italian language of the Faculty of humanities (University of Primorska) and the Italian Consulate in Koper.
			<b>KPI</b> No. of applied projects with Italian universities		2019:3
			Baseline: 3 (2018)	Target: Increase 1 per year, starting in 2019	2020:3 2021:3 2022:3

Table 4: Objective 4 (Developing Quality Educational Programmes)

<b>OB 4</b>	<b>Developing Quality Educational Programmes</b>		<b>Objective achieved in 2022</b>
	<b>Activity</b>	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)	Target: 5 (Academic year 2023/2024)	
		KPI	At least 1 joint study programmes and 4 academic activities with partner institutions from Euro-Med Region by 2023/2024		N/A

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 2022
	<b>Activity</b>	Lobbying Ministry of Education and the Slovenian Agency for Quality Assurance & Accreditation (NAKVIS) to accept accrediting EMUNI's programmes
	<b>KPI</b>	<div data-bbox="607 616 1677 855">                     Number of submitted programmes for accreditation (by 2021) and no. of accredited programmes by 2023/2024                 </div> <div data-bbox="1677 616 2154 855">                     Accomplished; by the end of 2020 two programmes submitted for accreditation and one to the notification to NAKVIS                 </div>
	<b>Activity</b>	<div data-bbox="461 855 1677 1023">                     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                 </div> <div data-bbox="1677 855 2154 1023">                     Accomplished by other means.                 </div>
	<b>Activity</b>	<div data-bbox="461 1023 1677 1118">                     Pursuing accreditation of EMUNI programmes through other EU agencies                 </div> <div data-bbox="461 1118 2154 1286"> <div data-bbox="607 1118 1677 1286"> <b>KPI</b>                     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                 </div> <div data-bbox="1677 1118 2154 1286">                     N/A                 </div> </div>
	<b>Activity</b>	Pursuing opportunities for partnership with network institutions

		<b>KPI</b>	Accreditation of MA in Public Administration in the Post Crisis Era (Willey, e-LearnAfrica) by the end of 2021	Not accomplished
		<b>KPI</b>	Accreditation of MsC in Kinesiology of Human Performance (ZRS) by the end of 2021	Accomplished
		<b>KPI</b>	Accreditation of PhD in Globalization, Cultural Pluralism and Modern Societies by the end of 2021	Not accomplished
		<b>KPI</b>	Notification of MA in North African and Middle Eastern studies (Al-Akhawayn University in Ifrane) by the end of 2021	Not accomplished
		<b>KPI</b>	Organising one Professional School of Blue Growth per academic year	2020: Not accomplished due to the pandemic 2021: Accomplished 2022: Accomplished
		<b>KPI</b>	Accreditation of Study Programme for further training – Euro Mediterranean Studies, by the end of 2021	Not accomplished, the programme will however be developed as Innovation Camp

		<b>KPI</b>	Accreditation of Study Programme for further training – Innovation and Entrepreneurship, by the end of 2022	Not accomplished
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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 2022	
	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 Accomplished: 2022: 17
			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				
	Baseline: 4 (2018)	Target: 4 (2019), 5 (2020), 6 (2021), 7 (2022)	Partially accomplished, 2019: 6 (Med2Iah, 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 BluEconomy) 2022: CHEe SS
	<b>Activity</b>	Capacity building of EMUNI staff to better address project proposals preparation and project management.			
		<b>KPI</b>	Capacity building activities and workshops conducted by EMUNI for staff CB or their participation in workshops organised by other entities		Accomplished, 2020: more than 10 2021: 4
			Baseline: 0 (2019)	Target: 2 (2019), 3 (2020), 4 (2021)	
		<b>KPI</b>	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 2022: 5 out of 10

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

<b>OB 7</b>	<b>Reinforcing the links/forging stronger partnerships with the EMUNI network, especially with Inner Circle Institutions (ICIs)</b>				<b>Objective achieved in 2022</b>
	<b>Activity</b>	Enforcing collaboration along projects (esp. EU funds), staff capacity building and educational & research activities			
		<b>KPI</b>	Number of partner institutions of IC and GA involved in newly achieved projects		Accomplished

			Baseline: 0 (2018)	Target: + 10% (2019) + 20% (2020)	2019: 11 2020: 3 2021: 0	
		<b>KPI</b>	Inter-institutional agreements among IC and GA members		N/A	
			Baseline: 16 (2018)	Target: 20% increase (2024)		
		<b>KPI</b>	Increased number of incoming / outgoing mobilities from / to IC and GA member institutions		Not accomplished: 2022: 19	
			Baseline: 27 (2018)	Target: 20% increase (2022)		
	<b>Activity</b>	Sharing best practices in institutional management & fundraising				
		<b>KPI</b>	Organising relevant events with the GA and IC institutions			Accomplished with modifications (online)
	<b>Activity</b>	Capacity Building of south Med Institutions' international cooperation & project management offices				
		<b>KPI</b>	Organising at least 1 event per year			Accomplished, more than 15 in 2020 within Med2lah project.  Accomplished, AdapTm Final conference, MED2laH Study visit
	<b>Activity</b>	Developing EMUNI satellites within some IC premises				
		<b>KPI</b>	Signing agreements to establish these satellites			N/A
			Baseline:	Target:		

		0 (2018)	2 by 2024	
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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 2022
	<b>Activity</b>	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		
		<b>KPI</b>	Meetings with both Ministries	Accomplished
		<b>KPI</b>	Policy recommendations drafted / delivered by EMUNI	Not accomplished
	<b>Activity</b>	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		
		<b>KPI</b>	Meetings with Slovenian MFA and Ambassadors of different Euro-Med countries to discuss the possibility of committing to a host country agreement	Not accomplished
		<b>KPI</b>	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 2022
Activity	Stabilising & diversifying sources of funding:			
	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.			
	Annual Membership Fees: attracting more network members into the IC and by furthering EMUNI's appeal and provided services			
	EMUNI Satellites: Satellites should provide funds for their activities and pay an annual fee to EMUNI			
	Projects Funding			
	Scholarships, Grants & Donations			
	Consultancy Services to different corporate and non-corporate entities			
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



			Baseline: 23 (2018)	Target: 26 (2019), 26 (2020), 27 (2021), 30 (2022), 35 (2023)	Not accomplished in 2020: 23 (higher amount of a membership fee) Not accomplished in 2021: 22 Not accomplished in 2022: 28
		<b>KPI</b>	Increase % of tuition fees of total budget		N/A
			Baseline: 0,51% (2018)	Target: 3% of the budget (2021) 10% of the budget (2024)	
		<b>KPI</b>	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)

<b>OB 10</b>	<b>Providing Euro-Mediterranean policy makers with evidence enabling them to make informed decisions in priority policy areas</b>			
	<b>Activity</b>	Establish EMUNI Think Tank		
		<b>KPI</b>	Agreement among the partner institutions to establish the think tank (2022)	

		<b>KPI</b>	No. of events/activities by the think tank by the end of 2024
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Table 11: Objective 11 (Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy)

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

	<b>Activity</b>	Conducting a series of debates and round tables across the Mediterranean, under the titles “EMUNI Talks”, “EMUNI Debates”		
		<b>KPI</b>	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)

<b>OB 12</b>		<b>Enhancing the working environment at EMUNI with a view to developing ownership of staff and attracting qualified and competent international staff</b>		<b>Objective achieved in 2022</b>
	<b>Activity</b>	Developing an innovative HR policy providing staff incentives & favourable working conditions, including: Flexible Working Hours Flexible Attention Policy Conceptual Blending		
		<b>KPI</b>	Staff satisfaction as elicited by periodic surveys	Accomplished, survey performed and results described in the QA report.
		<b>KPI</b>	Annual staff performance appraisal	Accomplished, performed at the end of 2022 and individually at the end of the year 2022
		<b>KPI</b>	Increase no. of international academic staff in EMUNI’s programmes and educational activities	N/A

			Baseline:33 (2018)	Target: Increase by 50% (2024)	
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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 2022	
	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: INVOLVE project
Baseline: 0 (2018)			Target: 1 (by 2020) 2 (by 2024)			



## **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.