

EMUNI Strategy and Action Plan

(2024-2029)

The Plan was prepared by the incumbent EMUNI President, Prof. Dr. Abdelhamid El-Zoheiry, in consultation with the incoming President, Prof. Dr. Rado Bohinc, discussed with all EMUNI employees and updated with their feedback. The draft plan was then presented to the MB for feedback & approval, then finalised and approved by the EMUNI General Assembly in its 15th session on 18 March 2024.

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About EMUNI

The Euro-Mediterranean University (EMUNI) was established in 2008 as one of priority projects of the Union for the Mediterranean, with the mission to encourage cooperation in higher education in the Euro-Mediterranean region and thus contribute to the understanding among people. It was inspired by “the shared political will to revitalise efforts to transform the Mediterranean into an area of peace, democracy, cooperation and prosperity” (Joint Declaration of the Paris Summit for the Mediterranean, 13 July 2008). In its 15 years of being, it has become an international institution, which gathers expert knowledge and experience of the Mediterranean countries and contributes to the creation of a unified and integrated higher education and research area in the region. EMUNI has a unique status of both a university and a network, and is thus uniquely positioned to both implement and shape study programmes.

In line with the above, EMUNI intends to further strengthen its role in the Euro-Mediterranean region via:

- Becoming a hub institution for Euro-Mediterranean knowledge and cultural integration
- Contributing to the creation of the Euro-Mediterranean Knowledge Space
- Tackling common societal challenges facing Euro-Mediterranean countries

Charting the Course: EMUNI University's Development Strategy

In the dynamic landscape of higher education, EMUNI University stands as a role model for regional collaboration, fostering academic partnerships and cultural understanding in the Euro-Mediterranean region. As we embark on a journey of growth and evolution, it is imperative to delineate a comprehensive development strategy that not only consolidates our achievements but also propels us towards greater heights of success.

EMUNI University's development strategy is intricately woven with the ethos of inclusivity, sustainability, and relevance. Our vision is not confined to the boundaries of academia but extends to the broader societal context, aiming to address the multifaceted challenges confronting the region and the world at large.

We envision a university where interdisciplinary collaboration flourishes, transcending conventional disciplinary silos to tackle complex global issues holistically. By nurturing a culture of curiosity and intellectual inquiry, we aim to empower our students and faculty to push the frontiers of knowledge and innovation.

Equally vital to our development strategy is the promotion of diversity and intercultural dialogue. The Euro-Mediterranean region is a melting pot of cultures, languages, and traditions, offering a rich tapestry of perspectives waiting to be explored. EMUNI University serves as a platform for fostering mutual understanding and cooperation among diverse communities, transcending borders and fostering a sense of global citizenship.

Moreover, sustainability lies at the core of our strategic agenda. As stewards of the environment and guardians of future generations, we recognise the imperative of integrating sustainability principles into every facet of our operations. From blue and green

economy initiatives to sustainable development research, we are committed to playing our part in creating a more equitable and resilient world.

As we chart our course forward, collaboration emerges as an essential prerequisite of our strategy. We recognise that no single institution can address alone the challenges facing our world today. Therefore, we seek to forge strategic partnerships with like-minded institutions, governments, and organisations, harnessing the collective wisdom and resources to effect positive change.

In essence, EMUNI University's development strategy embodies a vision of academic excellence, cultural understanding, sustainability, and collaboration. Guided by these principles, we are poised to embark on a transformative journey, shaping the future of higher education in the Euro-Mediterranean region and beyond.

The Five Year Strategic Plan of the Euro-Mediterranean University (EMUNI) encompasses several key elements designed to guide the institution's growth, development, and impact over the specified timeframe. These elements typically include:

1. **SWOT Analysis:** The strategic plan is informed by a thorough SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which identifies internal strengths and weaknesses, as well as external opportunities and threats facing EMUNI. This analysis provides a comprehensive understanding of the institution's internal capabilities and external challenges, guiding the development of strategic priorities and initiatives.
2. **Vision and Mission:** The strategic plan begins with a reaffirmation or refinement of the university's overarching vision and mission statements. These statements articulate the institution's long-term aspirations and its fundamental purpose in serving its stakeholders.
3. **Goals and Objectives:** The plan sets forth specific, measurable goals and objectives that the university aims to achieve within the five-year period. These goals encompass areas such as academic excellence, student success, collaboration and partnership, and stakeholders engagement.
4. **Strategic Initiatives:** The plan outlines a series of strategic initiatives or **priority areas** of focus that will drive progress toward the established goals and objectives. These initiatives include the development of new academic programs, investments in research infrastructure, faculty recruitment and development, student support services, and partnerships with stakeholders.
5. **Resource Allocation:** A critical component of the strategic plan involves identifying the financial, human, and other resources necessary to implement the strategic initiatives effectively. This may entail budgetary allocations, fundraising targets, and strategies for optimising resource utilisation.
6. **Metrics and Evaluation:** The plan establishes key performance indicators (KPIs) and metrics to monitor progress towards the stated goals and objectives. Regular evaluation and assessment mechanisms are put in place to track the university's

performance, identify areas of strength and improvement, and make data-informed decisions.

7. **Risk Management:** Anticipating potential challenges and risks, the plan includes strategies for mitigating risks and building resilience. Contingency plans may be developed to address unforeseen circumstances that could impact the university's ability to achieve its goals.

By incorporating these elements into its Five Year Strategic Plan, EMUNI can effectively chart a course for sustainable growth, innovation, and excellence in serving the Euro-Mediterranean region and beyond.

SWOT Analysis

In preparation to the EMUNI 2019-2024 Strategy a SWOT analysis exercise has been carried out by EMUNI staff and management in order to identify potential directions for improvement and development. Main conclusions of this exercise are shown below:

Strengths:

- Network - power of reach
- Location – favourable, by the sea
- lean flexible structure
- Young diverse team
- Political clout (provided by the UfM and MFA of Slovenia)
- Relative large number of project and ability to compete for projects

Weaknesses:

- Location – inaccessibility and insufficient & over-priced accommodation
- Lack of stable funding
- Few academic staff
- Lack of Research infrastructure
- Lack of attractiveness of international staff
- Not attractive for local and EU students

Opportunities:

- Revived political interest in the Mediterranean and increased relevance of the region
- Benefit from the extensive network
- Building on previous experience in online learning (niche area)
- International character and outreach
- Attracting south-Mediterranean students
- Stronger impact of Erasmus+ projects

Threats:

- Insufficient financial/political support from Slovenian government
- Instability of funding
- Competition on Education and Political fields
- EMUNI ambiguous status
- National and local recognition and support

Institutional Goals (2024)

In line with the SWOT analysis and building on the previous strategic plan 2019-2024, Seven institutional goals were identified:

1. Advancing the reputation of EMUNI as a respectable institution (**International Centre of Excellence** (academic, cultural & political dimensions))
2. Ensuring sustainable and diverse 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 govt., international and multi-national organisations & other stakeholders
7. Developing an attractive & productive working environment (**Stimulating Working Environment**)

Mission and vision

Vision:

Through utilising 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-Mediterranean higher education and research institutions
- An Inclusive platform for intercultural dialogue & science diplomacy in the Euro-Mediterranean region

Institutional values

EMUNI has well-defined values as an institution. These values have been categorised considering EMUNI as a whole and taking into account values that EMUNI employees should demonstrate as well:

At the level of employees, 5 core values have been identified:

- **Integrity/Respect** (*for each other and towards partners*): Following moral and/or ethical convictions and doing the right thing in all circumstances, even if no one is supervising the work.
- **Responsibility** (*for one's own work and towards partners*): Consciously make decisions, conduct behaviours that seek to improve oneself and/or help others. The need for the person to comply with the negative consequences of his or her actions.
- **Accountability** (*for one's own work and towards partners*): The responsibility of individuals to complete the tasks they are assigned, to perform the duties required by their job, and to be present for their proper shifts in order to fulfil or further the goals of the organisation.
- **Competence/Professionalism** (*for work and toward partners*): To perform daily work and to perform with stakeholders/partners using one's own competencies at his/her fullest, in a professional way with maintaining high reputation of the organisation and to maximise the outcomes of work.
- **Teamwork** (*fair and with good will*): ability to partner and working together, where in teams we can find the solutions that work best for the organisation.

At the organisational level, 5 core values have been identified:

- **Autonomy:** The organisation's independence from political, financial and other influences
- **Excellence:** To excel organisational needs to focus on all parts of the organisation, optimising the use and effectiveness of all of its resources.
- **Integrity:** Full alignment in what an organisation thinks, says and does with respect for ethical standards and legal compliance.
- **Diversity:** Of work, mindset, people, cultures - it means understanding that everyone is unique and embracing individual differences.
- **Sustainable Development:** Implementing strategies which provide economic and cultural benefits attained through environmental and organisational responsibility.
- **Regional Integration:** at the heart of the mission of EMUNI, including the strive to create and sustain a Euro-Med HE & R area

Objectives

In defining its strategic plan for the period 2024-2029, and in order to achieve its institutional goals and the expected outputs, ten enabling objectives were identified:

1. Enhancing EMUNI's communication and outreach with the network members, partners and other stakeholders.
2. Developing Quality Educational Programmes & Activities
3. Fund Raising
4. Promoting EMUNI educational programmes among target groups
5. Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities
6. Reinforcing the links/forging stronger partnerships with the EMUNI network and ICI
7. Rectifying EMUNI's status as an International Organisation
8. Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy
9. Enhancing the working environment at EMUNI with a view to developing ownership of staff and attracting qualified and competent international staff
10. Advancing and Promoting Sustainable Development in the Euro-Mediterranean

These objectives were then transformed to concrete priority actions for which tasks, outputs, milestones, verifiable indicators, resources and risks were identified, thus transforming the strategy into an action plan.

Priority Actions (2024 – 2029)

- *Priority Action 1*

Developing Quality Educational Programmes & Activities

The aim is to prepare and accredit joint and double study programs of EMUNI with universities from the network; (special objective). In addition, EMUNI should demonstrate its value to Slovenian Universities and Higher Education, proving how useful it is as a window of internationalisation of Slovenian higher education, and further enhancing the positive image and regional role of Slovenia.

- **Existing accredited study programmes:**
 - Inter-Cultural Business Communication, (8 students),
 - Kinesiology of Human Performance (not yet enrolled)
- **Existing non-degree programmes**
 - Euro-Mediterranean Innovation Camp (EMIC)
 - Summer School on Sustainable Blue Economy
- **Study Programmes belonging to IC partners that could be notified/accredited**
 - Blue Economy, Master, with University of Trieste, OGS (2024/2025).
 - Eco-remediation and Sustainability (Master, Alma Mater)
 - AI and Cybersecurity (Master, Alma Mater)
- **New programmes in preparation:**
 - Sustainable Mediterranean Studies, Master with the Euro-Med. Uni. of Fes;
 - Globalisation, Cultural Pluralism and Modern Societies, PhD (re-accreditation, 2024-2025)
 - Human movement technologies, PHD, with Universities Algaure (Portugal), Trondheim (Norway) Padova (Italy).
- **New Ideas for Master Programmes/Professional Certificates/Microcredits**
(working titles):
 - How to do business in Europe/Mediterranean
 - Management of Innovation and Digital Transformation,
 - Green transition; social, climate and environmental aspects of sustainable development,
 - Corporate social responsibility; EU and Mediterranean aspects
 - Conflict Mediation
- **Deliverables**
 - Increase no. of enrolled Students to 200 (degree and non-degree programmes by end of 3rd year)
 - Implementing 5 Degree Programmes (1st year)
 - Executive Education: Implementing microcredits and professional certificates
- **Required Resources**

- Hiring 3-4 FTEs as academic faculty to develop and implement (teaching activities) the intended programmes
- Investing in an online platform - Learning Management System (LMS)

- *Priority Action 2*

Consolidating EMUNI network

Aim is to engage the network members in EMUNI activities and have them act as focal points for EMUNI in their institutions, thereby fostering students and staff exchange with these institutions.

- Establishing **Knowledge and Innovation Hubs/Centres** in some partner universities from inner circle in fields to be agreed upon. In first year, 5 Hubs will be established in south Med countries
- The aim of these centres would be:
 1. joint application of research projects and joint research and transfer of knowledge into innovations, as well as joint design and implementation (at both locations) of joint and dual study programs;
 2. ensuring the flow or exchange of students and professors within the EMUNI network of universities, by promoting the educational activities offered at EMUNI and facilitating the mobility of students and staff.
 - exchange of students from host universities, so that they complete part of their studies within the framework of joint study programs at EMUNI or its partner universities
 - exchange of post docs and professors and researchers within the EMUNI partner network.
 3. Capacity building for southern Med young faculty (eg. project proposals development, project management, university governance..etc)
 4. facilitate knowledge exchange formalities (visas, university entrance formalities, eg. exams etc, for potential students, professors and researchers, from migrant regions, in order to facilitate legal flow of the student population to EU countries and thereby relieve illegal migration flows.

- **Deliverables**

- Establishing 5 Knowledge and Innovation Hubs in 5 southern Med countries
- Establishing 5 Thematic working groups

- **Required Resources**

- Hiring an experienced academic (50% FTE) to plan, supervise and overlook the network activities and the KICs
- Funding one local faculty member per Hub (coordinator)
- Funding office equipment
- Travel of Hub coordinators to Slovenia
- Annual Conference and GA/Body meetings

- *Priority Action 3*

Ensuring Sustainable and Diverse Funding Sources

- **Deliverables**
 - Establishing the Euro-Mediterranean Students Empowerment Fund (EMSEF) within the EMUNI Foundation
 - Increasing no. of paying IC members to 50 institutions per year
- **Required Resources**
 - Establishing the Foundation
 - Meetings and travel to participant countries

- *Priority Action 4*

Enhancing marketing, communication and outreach with stakeholders & Promoting/marketing Educational Activities

- **Deliverables**
 - Developing and implementing an effective communication & outreach strategy
 - Investing in effective communication instruments & tools (developing new website/portal with a discussion forum)
 - Developing & maintaining a stronger Social Media presence
 - Identifying, maintaining and updating a functional database of contacts, partners and stakeholders
- **Required Resources**
 - Hiring a dedicated staff member for digital marketing/subcontracting a company

- *Priority Action 5*

Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities

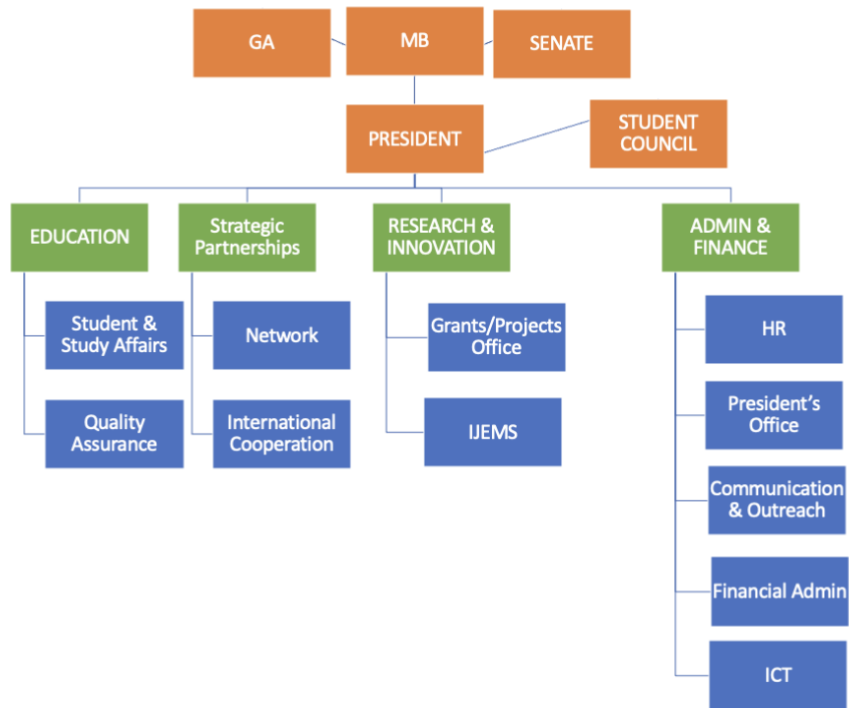
- **Deliverables/required resources**
 - Hiring an experienced project manager
 - Capacity building of EMUNI staff to better address project proposals preparation and projects management

- *Priority Action 6*

Fostering EMUNI's role as a platform for Intercultural Dialogue & Science Diplomacy

- **Deliverables**
 - Reviving the Centre for Arab, Islamic & Middle Eastern Studies (AIMES)
 - Strengthening links with existing partners & developing new partnerships with actors in the fields of Inter-Cultural Dialogue and Science Diplomacy
 - Conducting a series of debates and round tables across the Mediterranean, under the titles "EMUNI Talks", "EMUNI Debates"

Organisational structure



EMUNI's Action Plan for 2024-2029

In line with EMUNI's 2024-2029 strategy, a detailed action plan has been defined in order to reach the afore-listed 10 objectives. The implementation of the proposed action plan requires high levels of commitment and active contribution of all EMUNI bodies, departments and employee. In line with the above objectives, 6 interlinked priority actions have been defined, specifying assigned responsibilities, deadlines and key performance indicators (KPIs).

Priority ACTION 1	<i>Developing Quality Educational Programmes & Activities</i>		
Start date	02/04/2024	End date	31/12/2028
Main Responsible department	Education		
Other involved department(s)	Outreach and Communication ICT Legal and Financial President's Office Projects & International Cooperation		
Linked objectives			
1.1 Identifying EMUNI's comparative & competitive niche where EMUNI can focus its educational activities 1.2 Developing relevant educational programmes & activities serving Euro-Med region's challenges 1.3 Developing an innovative & interactive online e-learning platform 1.4 Pursuing opportunities for partnership with network institutions & educational projects for double &/or joint degree programmes			

<u>Indicator name:</u> Number of master degrees programmes	<u>Baseline</u> 2 (Academic year 2023/2024)	<u>Means of verification</u> Number of implemented programmes	<u>Target:</u> 5 (Academic year 2024/2025) 8 (Academic year 2026/2027) 10 (Academic Year 2028/2029)
Number of enrolled students (degree & non-degree programmes)	45 (Academic year 2023/2024)	Students enrolled in study activities at EMUNI (Master degree, Summer School, EMIC)	200 (Academic Year 2026/2027) 300 (Academic year 2028/2029)
Description and timeframe of tasks			
Task 1.1.1	Evaluation of past educational activities		
Start date	03/01/2024	End date	31/03/2024
Department(s) involved	Education and HR With contribution of other departments		
Resources	Human resources		
	Academic Programme Coordinator	Education	1 PM
	Other staff	HR, Projects Office, President'	2 PM
	Other		

	No equipment needed	n.a	n.a
Evaluation of past educational programmes and activities as assessed by the students and staff evaluation surveys.			
Output 1.1	Quality Assurance and Self Evaluation Reports (for the year 2023)		Delivery date: 29/03/2024

Task 1.1.2	Definition of EMUNI's comparative and competitive niche and creation of a pool of competences		
Start date	01/5/2024	End date	31/08/2024
Department(s) involved	Education Human Resources President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	0.5 PM
	Assistant to Academic Programme Coordinator (to be hired)	Education	1 PM
	Project Manager	Projects & International Cooperation	0.5 PM

	Human Resources Manager	Human resources	0.5 PM
<p>A good overview on the current educational offer, target groups and their needs, labour market in the Euro-Mediterranean region (EUROMED) as well as on future trends in higher education is needed. For this purpose a detailed market study should be carried out as a very first step considering the following aspects:</p> <ol style="list-style-type: none"> 1. Identification of competitors (a. higher education providers geographically located in the EUROMED and b. Higher education providers with academic offer focussing on the EUROMED area) and analysing their academic offer. 2. In-depth overview of education programs in the partner organisations and identification of the areas of collaboration. 3. Identification of students' target groups and understanding their needs (surveys, literature review, mobility visits to interview young people, education fairs, insights into the employer's needs) 4. Labour market analysis (current and future requirements in the EUROMED) 5. Overview on future trends (educational methods and technologies), strategies (European and national) and expected developments of higher education 6. Overview on project outcomes (i.e. research conducted by EMNES on employment creation, entrepreneurship, labour market, etc.) and proposals to integrate research/project results in the academic offer based on the main findings of the market analysis, required expertise and competencies will be mapped and main areas/fields for development of study programmes will be identified. 			
Output 1.2	Pool of EMUNI required expertise and competencies.		Delivery date: 31/08/2024
Output 1.3	List of potential areas/fields for developing study programmes.		Delivery date: 30/09/2024

Task 1.2.1	Development of EMUNI's own study programmes and their accreditation and implementation
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Start date	01/10/2024	End date	31/12/2027
Department(s) involved	Education President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	2 PM / year
	Assistant to Academic Programme Coordinator (to be hired)	Education	2 PM / year
	President	President's Office	0.5 PM / year
	New staff	Academic faculty members	3 FTE in 2024 – 5 FTE in 2027
In line with market needs and EMUNI's comparative niche (together with pool of required expertise, competencies and list of potential areas/fields for developing study programmes), EMUNI's own Master's, PhD and Professional Upgrading study programmes as well as Summer Schools will be designed.			
Output 1.4	At least one new Master's study programme (ready for starting the accreditation process)		Delivery date: 28/02/2025
Output 1.5	At least one own PhD study programme (ready for starting the accreditation process)		Delivery date: 28/02/2025

Output 1.6	At least one own Professional Upgrading study programme (ready for starting the accreditation process)	Delivery date: 31/03/2025
Output 1.7	At least one new Summer Schools (own or in cooperation)	Delivery date: 31/12/2024
Output 1.8	Accreditation of at least 3 Study programmes	Delivery date: 31/03/2026

Task 1.2.2	Development of new collaborative/double or joint educational activities/programmes		
Start date	01/01/2023	End date	31/12/2028
Department(s) involved	Education President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	1 PM / 1st year 0.5 PM / 2nd and consecutive years
	Project Manager	Projects & International	1.0 PM / year
	New staff	Academic faculty members	Included in the above mentioned figure (3 FTE in 2024 – 5 FTE in 2027)

<p>This involves the following steps:</p> <ol style="list-style-type: none"> 1. Exploring educational offer of EMUNI partner universities (i.e via Taking advantage of Erasmus + staff mobilities for training 2. Preparation of (pre)proposals to involve potential partners and contact making 3. Create joint study programmes and define joint procedures 4. Accrediting/notifying joint programmes 5. Exploring possibilities to involve current teaching staff and/or attract new teaching staff and students 6. Advertising and communicating joint study programmes as defined in the Advertising and marketing strategy 7. Taking advantage of Erasmus+ staff mobilities for training 		
Output 1.8	At least one Joint and/or Dual Master's Degree Programme.	Delivery date: 31/03/2025
Output 1.9	At least one Joint and/or Dual PhD Programme.	Delivery date: 31/03/2026
Output 1.10	At least one new collaborative Summers School.	Delivery date: 31/12/2024

Task 1.2.3	Development of notified study programmes		
Start date	01/01/2024	End date	31/12/2028
Department(s) involved	Education President's Office Projects & International Cooperation		
Resources	Academic Programme Coordinator	Education	1 PM / 1st year 0.5 PM / 2nd and consecutive years

	Project Manager	Projects & International	0.25 PM / year
<p>In order to develop joint educational activities within EMUNI Network, a number of steps need to be taken:</p> <ol style="list-style-type: none"> 1. Exploring educational offer of EMUNI partner universities 2. Preparation of (pre)proposals to involve potential partners and contact making 3. Create joint study programmes and define joint procedures 4. Signing the interinstitutional agreement 5. Accrediting joint programmes by notification 6. Exploring possibilities to involve current teaching staff and/or attract teaching staff and students 7. Advertising and communicating joint study programmes as defined in the Advertising and marketing strategy 			
Output 1.11	2-3 Joint Master Programme(s)		Delivery date: 31/03/2025
	One Joint PhD		Delivery date: 31/03/2026
Output 1.12	One Joint Summer School		Delivery date: 31/03/2025

Task 1.3.1	Development of interactive EMUNI eLearning platform		
Start date	01/05/2024	End date	31/12/2024
Department(s) involved	Education IT President's Office Projects & International Cooperation		

Resources	Academic Programme Coordinator	Education	1 PM / 1st year 0.5 PM / 2nd and consecutive years
	IT Manager	IT	2 PM 1st year 1 PM per year
	Software / LMS system	Online platform for eLearning	50.000 EUR
<p>When identifying students' needs, main requirements for the future EMUNI eLearning platform will be laid down as well as a first step. The platform will be developed then in cooperation between the Education department and the programmer. The best LMS system has to be selected for EMUNI's purposes. A testing phase will take place as well prior the actual implementation phase. A continuous evaluation strategy will be set up to accompany the whole implementation phase. Maintenance and continuous improvements to the platform need to be ensured as well.</p>			

Risks associated to this Activity	Probability	Impact	Mitigation measures
Difficulties to accredit study programmes	Medium	High	A detailed accreditation strategy will be prepared prior to the implementation of study programmes and necessary action will be taken to engage with the Slovenian accreditation agency (NAKVIS) and the Ministry. Moreover, the possibility to accredit by notification will be explored as well.
Lack of funding to develop platform according to identified needs and in line with EMUNI's study programmes	Medium	High	Stabilising and diversifying EMUNI's sources of funding is crucial and a detailed action plan will tackle this issue.

Milestone title	Responsible department	Due date	Means of verification
EMUNI's comparative and competitive niche defined	Education/ Projects	30/09/2024	Pool of EMUNI competences (Matrix of competences required and proposed list of collaborators)
Accredited Study Programme(s)	Education	31/03/2026	EMUNI academic catalogue available on the website
EMUNI eLearning platform 2.0	Education	31/12/2024	EMUNI eLearning platform operational and available online

Priority ACTION 2	Consolidating EMUNI network		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Strategic Partnership Unit		
Other involved department(s)	Education Communication & marketing President's Office		
Linked objectives			
<p>2.1 - Developing EMUNI Knowledge and Innovation Communities. Aiming at:</p> <ul style="list-style-type: none"> · Students and staff exchanges among the institutions · Enforcing collaboration along projects (esp. EU-funded) · Staff capacity building and educational & research activities · Joint educational activities among the institutions · Sharing best practices in institutional management & fundraising · Capacity Building of South Med Institutions international cooperation & project management offices <p>2.2 – Enforcing the role of the network as a Think Tank</p> <p>2.3 – Fostering effective engagement of GA and IC members along the Network Annual Meetings</p>			
Indicator name: Number of institutions actively involved in Inner Circle	Baseline: 28	Means of verification: Number of institutions paying membership fees Participant lists for IC meetings Participant lists for GA meetings Number of jointly submitted proposals (involving at least 3 members)	Target: 30 (2025) 40 (2026) 50 (2028)

Number of Knowledge Hubs in the ICIs	Baseline: 0		Target” 5 (2024) 10 (2028)
Description and timeframe of tasks			
Task 2.1.1	Mapping of the network members		
Start date	02/04/2024	End date	31/5/2025
Department(s) involved	Strategic Partnerships Unit Communication & Outreach Unit President’s Office		
Resources	Human resources		
	President	President’s Office	0.5 PM per year
	Project Manager	Strategic partnership Unit	1.5 PM per year
	Other resources		
	New Staff Hiring	Senior Academic with extensive international network experience	0.5 FTE per year (2024 – 2028)
	Subcontracting	Developer	Service (design and settings of the database, training of the administrator, setting of the widget): 4 500 € Licence: 3 500 € / year

<p>In order to have a deeper knowledge of the institutions that compose EMUNI network, their competences and existing projects, a comprehensive database should be created and regularly updated by the network members themselves (with the assistance and close supervision of EMUNI project manager). This database should include basic contact information (generic and specific contacts), main research areas, main teaching activities, key words and main/last collaborative projects. Part of the information will be for internal use (projects, mailing) and part will be for dissemination (map/list on EMUNI website).</p>			
Output 2.1	Launch of the database		Delivery date: 01/06/2024
Output 2.2	Publication of directory and map of network institutions on EMUNI website		Delivery date: 31/08/2024
Task 2.1.2	Establishing EMUNI's Knowledge and Innovation Hubs		
Start date	02/04/2024	End date	31/12/2025
Department(s) involved	Strategic partnerships President's Office Communication and Outreach Education IT		
Resources	Human resources		
	Project Manager	Projects & International Cooperation	4 PM
	Academic Programmes coordinator	Education	0.5 PM
	President	President's office	0.5 PM

	Other (The New Network Leader hired at EMUNI)	
Building on the mapping of network members and their competences, the decision on where the hubs will be hosted is taken		
Output 2.2	Establishing 5 Hubs at southern Med countries	Delivery date: 31/12/2024
Output 2.3	Establishing 5 Hubs at northern Med countries	Delivery date: 31/12/2025
Task 2.2.1	Developing Thematic Working Groups to study and draft reports on relevant issues/challenges facing the EuroMed (EMUNI as a Think Tank)	
Start date	01/06/2024	End date 31/12/2028
Department(s) involved	Projects & International Cooperation President's Office Communication & marketing Education	
Resources	Human resources	
	Project Manager	Strategic Partnerships Unit 1 PM per year
	Academic Programmes coordinator	Education 0.25 PM per year
	President	President's office 0.25 PM per year
	Other: The newly hired Network Leader	

	No specific equipment required	n.a	n.a
<p>These working groups will be formed upon consultation with network members who will avail their faculty members to participate in these thematic groups that will be discussing, studying and reporting on important topical challenges facing the Euro-Med region.</p> <p>The reports will be reviewed, discussed, and assessed by an adhoc group formed by the MB, in a process moderated by the President of the University.</p> <p>Inner Circle institutions will play a more active role in the definition of EMUNI priorities and objectives. They will be encouraged to share ideas of new projects, research and educational programmes and taking more leadership in implementing them (shared responsibility).</p> <p>In line with the regular call/funding opportunity monitor, updates will be shared with EMUNI Inner Circle members as well in order to jointly work on project ideas. Possible ways of sharing this information will be explored (i.e. regular newsletters to IC members, dedicated section on EMUNI website, etc.). Following EMUNI events, participants will regularly be consulted on the new collaboration established.</p>			
Output 2.4	Working group meetings with IC institutions (along one of their annual meetings)		30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028

Task 2.3.1	Fostering Network Members Engagement in EMUNI activities		
Start date	01/05/2024	End date	31/12/2028
Department(s) involved	Strategic Partnerships Education President's Office		

Resources	Human resources		
	Project Manager	Projects & International Cooperation	1 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	President	President's office	0.25 PM per year
	Other Network Leader		
	Targeted person from IC institutions	n.a	n.a
<p>Regular meetings of EMUNI Inner Circle will be combined with sessions dedicated to share expertise/best practices. Regular consultations will be held with IC members in order to better understand their needs/skills in order to shape capacity building activities to their requirements.</p> <p>Erasmus+ staff mobilities will also be performed for this purpose in order to increase network cooperation activities in general and specially applications for projects proposals and joint educational programmes.</p> <p>Inner Circle institutions will play a more active role in the definition of EMUNI priorities and objectives. They will be encouraged to share ideas of new projects, research and educational programmes and taking more leadership in implementing them (shared responsibility).</p> <p>In line with the regular call/funding opportunity monitor, updates will be shared with EMUNI Inner Circle members as well in order to jointly work on project ideas. Possible ways of sharing this information will be explored (i.e. regular newsletters to IC members, dedicated section on EMUNI website, etc.). Following EMUNI events, participants will regularly be consulted on the new collaboration established.</p>			
Output 2.5	Launch a network of responsibilities of International Relations offices within IC institutions	Delivery date: 01/07/2024	

Output 2.6	Best practice sharing/capacity building sessions along IC meetings	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028
Output 2.7	Specific meetings combined with IC meetings dedicated to the selection / application to identified funding opportunities	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028
Output 2.8	Survey after each events on new collaborations established	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028
Output 2.9	Arrange B2B meetings during events	Delivery date: 30/11/2024 30/11/2025 30/11/2026 30/11/2027 30/11/2028

Risks associated to this Action	Probability	Impact	Mitigation measures
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Lack of involvement/answers from network institutions	High	High	Have 1 person dedicated to the follow-up (network leader), individual approach, identify key contact at each institution
Competition with other networks	Low	Medium	Possibilities to cooperate with those networks will be evaluated while EMUNI's niche will be defined as well
Security of the data collected	High	Medium	Professional tools (such as platform craft) ensure security of the data collected and all GDPR
Milestone title	Responsible department	Due date	Means of verification
Directory of EMUNI institutions published on EMUNI website	Strategic Partnerships	15/11/2024	EMUNI website
Identification of EMUNI network members competences/ specificities	Strategic Partnerships	15/11/2024	EMUNI database
Launch of EMUNI Knowledge and Innovation Hub	President's Office	31/12/2024	Agreements signed / EMUNI website

Priority ACTION 3	<i>Fund raising</i>		
Start date	01/02/2019	End date	31/12/2024
Responsible department	President's Office		

Other involved department(s)	Communication & marketing Education Finances HR IT Legal Projects & International Cooperation		
Linked objectives			
3.1 – Augmenting the Ministry Funds 3.2 – Establishing an international Fund/Foundation to provide scholarships for southern Med students 3.3 - Increase number of paying IC members			
Indicator name: EMUNI Annual Income	Baseline: Approx. 900,000 (2023)	Means of verification: EMUNI accounting	Target: 1.5 Million (2024) 2 Million (2028)
Indicator name: Number of paying students	Baseline: None (2023)	Means of verification: EMUNI accounting	Target: 10 (2024) 50 (2028)
Description and timeframe of tasks			
Task 3.1.1	Reaching an agreement with the Ministry of Higher Education, Science and Innovation to increase the funds		
Start date	01/02/2024	End date	31/03/2024

Departments involved	Finances President's Office Projects & International Cooperation		
Resources	Human Resources		
	Financial Manager	Finances	3 PM
	President	President's Office	1 PM
	Project Manager	Projects & International Cooperation	1 PM
	Other resources		
	Accountant	Outsourced	1.000 EUR
In line with the position paper of the Slovenian government to significantly increase the annual budget of EMUNI, EMUNI will prepare an ambitious 5-year strategic plan, present it to the Ministry of Higher Education, Science and Innovation, then will embark on amending the Annual Work Programme with the aim of increasing funds for the first 3 years of the strategic plan, in order to enhance the financial sustainability of EMUNI.			
Output 3.1	Signing an annex for the annual contract of EMUNI with the Ministry of Higher Education, Science and Innovation to increase the funds		Delivery date: 31/03/2024
Task 3.1.2	Establishing the Euro-Med Students Empowerment Fund		
Start date	01/02/2024	End date	31/12/2024

Department(s) involved	Communication & marketing Education Finances HR IT Legal President's Office Projects & International Cooperation		
Resources	Human resources		
	President	President's Office	2 PM
	Academic Programmes Coordinator	Education	1 PM
	Other		
	No other resources needed	n.a.	n.a
The funds concept paper was already presented by the outgoing EMUNI President to the Minister of Foreign Affairs. This is followed by development of the Funds Establishment Act and then forming the international Foundation.			
Output 3.2	The International Foundation has been established		Delivery date: 31/12/2024

Output 3.3	Annual meetings of the Foundation's Board	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Task 3.1.3	Analysing and re-designing EMUNI's business model		
Start date	01/01/2025	End date	31/12/2025
Department(s) involved	Communication & marketing Education Finances HR IT Legal President's Office Projects & International Cooperation		
Resources	Human resources		
	President	President's Office	3 PM
	Academic Programmes Coordinator	Education	2 PM
	Project Manager	Projects & International Cooperation	1 PM

	Communication Manager	Communication & marketing	1 PM
	Other		
	Organisation of IC meetings	Accommodation, room rental, catering, etc.	10.000 EUR per meeting
In parallel with the market research, EMUNI's business model will be re-designed in order to allow to attract more self-paying students. Ideally, tuition fees should have the biggest share in EMUNI's income.			
Output 3.4	New business model integrated in the market analysis and business plan		Delivery date: 31/12/2025

Task 3.1.4	Ensuring continuity and augmentation of payments in EMUNI Network		
Start date	01/01/2024	End date	31/12/2028
Department(s) involved	Communication & marketing Education Finances HR IT Legal President's Office Projects & International Cooperation		
	Human resources		

Resources	President	President's Office	1 PM
	Project Manager	Projects & International Cooperation	2 PM
	IT Manager	IT	0.5 PM
	Other		
<p>As specified in Action 2 (Consolidating EMUNI network), Inner Circle members will be highly motivated to closely cooperate with EMUNI and its member institutions. High quality services delivered to EMUNI Network members will allow to attract more institutions from the Euro-Mediterranean. The aim is to have the current IC members continue paying their annual fees and double the number of paying members by the end of the 5-year plan.</p>			
Output 3.5	Annual evaluation report by EMUNI network members		Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028

Risks associated to this Activity	Probability	Impact	Mitigation measures
Difficulties to negotiate with Ministry of Education to increase funds for the upcoming years	High	High	Negotiations will be prepared based on EMUNI's recent achievements and the position paper signed by both Ministers of Higher Education and Foreign Affairs

Difficulties to cover operating costs provided that EMUNI students do not usually pay tuition fees	High	High	Marketing strategy should target self-paying students as well
Milestone title	Responsible department	Due date	Means of verification
Sustainable funding sources ensured for the period 2024-2028	President's Office	31/12/2019	Annual financial forecast

Priority ACTION 4	<i>Enhancing marketing, communication and outreach with stakeholders and promoting/marketing Educational Activities</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Communication & Outreach		
Other involved department(s)	Education IT President's Office Strategic Partnerships Subcontracted Digital marketing Company		
Linked objectives			
<p>4.1 - Developing and implementing an effective communication, outreach and marketing strategy</p> <p>4.2 - Investing in effective communication instruments and tools</p> <p>4.3 - Identifying, maintaining and updating a functional database of contacts, partners and stakeholders</p> <p>4.4 - Ensuring active participation in Mediterranean universities' education fairs and events</p> <p>4.5 - Successfully delivering online and face-to-face marketing & outreach activities</p> <p>4.6 - Enhancing practical (field) experiences through strategic partnerships with enterprises, offering internships and practical field visits, partnering with EU development agencies, etc.</p> <p>4.7 - Other activities to attract Mediterranean students (e.g. Summer Bootcamp)</p>			
Indicator name: Social media organic growth	Baseline: 2023	Means of verification: Social media metrics	Target: 20 % increase / year

Indicator name: Conventional media outreach growth	Baseline: 10 (2023)	Means of verification: Presence in local/national press	Target: 15 (2024) 25 (2025) 35 (2028)
Indicator name: Number of external participants at EMUNI events	Baseline: 100 (2024)	Means of verification: Attendance sheets from events	Target: 20 % increase / year
No. of students enrolled	Baseline: 45 (2023)	Education department records	Target: 100 (2025) 200 (2027) 300 (2028)
Description and timeframe of tasks			
Task 4.1.1	Evaluation of past communication and marketing impacts/costs		
Start date	02/04/2024	End date	30/04/2024
Department(s) involved	Communication & marketing Education Finance President's Office Projects & International Cooperation IT		

Resources	Human resources		
	Communication Officer	Communication & marketing	1 PM
	President	President's office	0.5 PM
	Financial Manager	Finance	0.5 PM
	Other: Subcontracted Digital marketing Company		
	No other resources needed	subcontracting	24K annually
In order to have a deep understanding on what has been achieved in the past (lessons learnt, best practices, impacts/costs, etc.) an in depth-analysis of past communication and marketing strategies/activities needs to be carried out. A close cooperation with the Financial Manager/Accounting is required for the cost-impact analysis.			
Output 4.1	Evaluation of past communication strategies/lessons learnt		Delivery date: 30/04/2024

Task 4.1.2	Communication and outreach strategy		
Start date	01/05/2024	End date	30/06/2024

Department(s) involved	Communication & marketing Education President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	2 PM
	Academic Programmes Coordinator	Education	1 PM
	IT Manager	IT	0.5 PM
	President	President's office	0.5 PM
	Project Manager	Projects & International Cooperation	1 PM
	Other		
	No other resources needed	n.a	n.a
An effective communication and outreach strategy has to be developed per department or per activity considering EMUNI as a whole. To do so, specific brainstorming/consultation meetings with representatives of each department AND external collaborators (i.e. UfM), co-funding providers and other sponsors will be held. It is extremely important to coordinate communication strategies on both levels: internally, with the different departments and externally, with collaborators (i.e. UfM logo on EMUNI communication material, etc.).			

Output 4.2	Communication and outreach strategy (2024-2029)	Delivery date: 31/10/2024
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Task 4.1.3	Communication and outreach - action plan	
Start date	01/11/2024	End date 31/12/2024
Department(s) involved	Communication & marketing Education Finances President's Office Projects & International Cooperation IT	
Resources	Human resources	
	Communication Officer	Communication & marketing 1 PM
	Academic Programmes Coordinator	Education 0.5 PM
	Financial Manager	Finances 0.5 PM
	IT Manager	IT 0.5 PM
	President	President's office 0.25 PM

	Project Manager	Projects & International Cooperation	0.5 PM
	Other		
<p>In accordance with the communication & outreach strategy and referring to the main outcomes of the market analysis and business plan prepared under activity 1.1.1 Market Research, a detailed action plan will be elaborated in close cooperation with all EMUNI departments. Target groups will be identified and segmented, key messages defined and the most efficient communication tools set considering main channels of communication and EMUNI's renewed visual identity. Budget necessary for the implementation of the action plan will be broken down/reviewed in collaboration with the Financial Department. In parallel, the database of contacts, partners and stakeholders will be constantly updated in cooperation with the Projects and International Cooperation department.</p>			
Output 4.3	Communication and outreach action plan (2024-2029)		Delivery date: 31/12/2024

Task 4.2.1	Communication and outreach - implementation and follow-up with effective communication instruments and tools		
Start date	01/01/2025	End date	31/12/2028
Department(s) involved	Communication & marketing Education Finances President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	3 PM / year

	Academic Programmes Coordinator	Education	0.5 PM /year
	Financial Manager	Finances	0.25 PM /year
	IT Manager	IT	1 PM / year
	President	President's office	0.25 PM / year
	Project Manager	Projects & International Cooperation	1 PM / year
	Other		
	Designer-outsourced	Design of promo material/visual identity	8.000 EUR
	Training of Communication Manager	Specific skills, software use	1.000 EUR
	Communication tools and equipment	Computer suitable for design/communication tasks and software	2.000 EUR
	Promotional material	Printing, giveaways, social media costs, press conferences, etc.	20.000 EUR/year
<p>The action plan will be implemented and if necessary, updated, taking into consideration investment in effective communication instruments and tools, including the design of a new website and maintaining digital communications. Monitoring and follow-up on both communication activities and the budget need to be ensured as well.</p>			

Output 4.4	Communication and outreach annual statistics (2024-2028)	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Task 4.3.1	Production of a functional database of contacts, partners and stakeholders		
Start date	01/05/2024	End date	30/11/2024
Department(s) involved	Communication & marketing Education Finances President's Office Projects & International Cooperation IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	1 PM
	Academic Programmes Coordinator	Education	0.5 PM
	Financial Manager	Finances	0.5 PM
	IT Manager	IT	2 PM

	President	President's office	0.2PM
	Project Manager	Projects & International Cooperation	0.2 PM
	Other		
<p>In accordance with the communication and outreach - action plan prepared under activity 4.1.3 the database of contacts, partners and stakeholders will be constantly updated in close cooperation with all EMUNI departments, particularly with the Projects and International Cooperation department. Mailjet is the recommended communication tool to be used for database contacts at a fixed monthly fee providing optimum delivery numbers, for which the budget necessary will be broken down/reviewed in collaboration with the Financial Department.</p>			
Output 4.5	Functional database of contacts, partners and stakeholders (2024-2029) with systematic updates		Delivery date: 30/11/2024

Task 4.4.1	Evaluation of Mediterranean universities' education fairs and events		
Start date	01/06/2024	End date	15/07/2024
Department(s) involved	Education President's Office		
	Human resources		

Resources	Academic Programmes Coordinator	Education	1 PM
	President	President's office	0.2 PM
	In order to understand the current market of Mediterranean fairs and events as potential marketing opportunities for EMUNI education programmes, an in depth-analysis will have to be conducted in order to identify the most appropriate opportunities with the highest chances of return, in close cooperation with Projects and International Cooperation as well as the Education Department, which will be best placed to identify regions within network partner countries. This task also needs to be monitored by the Financial Manager/Accounting for the cost-impact analysis.		
Output 4.6	Report on Mediterranean universities' education fairs and events	15/07/2024	

Task 4.4.2	Mediterranean universities' education fairs and events attendance action plan		
Start date	15/07/2024	End date	31/08/2024
Department(s) involved	Communication & marketing Education Finances President's Office		
	Human resources		

Resources	Communication Officer	Communication & marketing	0.1 PM
	Academic Programmes Coordinator	Education	0.2 PM
	Financial Manager	Finances	0.1 PM
	President	President's office	0.1 PM
	Project Manager	Projects & International Cooperation	0.1 PM
	An effective attendance action plan of Mediterranean fairs and events has to be developed considering EMUNI's current educational programmes and potential degrees in development. To do so, specific brainstorming/consultation meetings with Projects and International Cooperation and the Education Department will be held in order to produce a final attendance action plan to cover the next forthcoming academic year, taking into account the timeline of application calls and the human resources to attend such events.		
Output 4.7	Mediterranean universities' education fairs and events attendance action plan		01/09/2024

Task 4.5.1	Online marketing and outreach activities – social media strategy document		
Start date	20/04/2024	End date	31/05/2024

Department(s) involved	Communication & marketing Education Projects & International Cooperation Finances President's Office IT		
Resources	Human resources		
	Communication Officer	Communication & marketing	0.5 PM
	Academic Programmes Coordinator	Education	0.1 PM
	Financial Manager	Finances	0.1 PM
	IT Manager	IT	0.1 PM
	President	President's office	0.1 PM
	Project Manager	Projects & International Cooperation	0.1 PM
	Taking into consideration Tasks 4.1.3 and 4.2.1, the Communications and Outreach department will cooperate closely with IT and a potential subcontracting digital marketing company to design a bespoke social media strategy document that will devise the most appropriate advertising campaigns with optimal frequency and timing to targeted audiences. This will include Meta and LinkedIn ad campaigns as well as for Google and YouTube. This task also needs to be monitored by the Financial Manager/Accounting for the cost-impact analysis.		

Output 4.8	Social Media Strategy Document	31/05/2024
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Task 4.5.2	Face to face marketing and outreach activities action plan	
Start date	01/06/2024	End date 30/06/2024
Department(s) involved	Communication & marketing Education Projects & International Cooperation Finances President's Office IT	
Resources	Human resources	
	Communication Officer	Communication & marketing 0.5 PM
	Academic Programmes Coordinator	Education 0.1 PM
	Financial Manager	Finances 0.1 PM
	IT Manager	IT 0.1 PM
	President	President's office 0.1 PM

	Project Manager	Projects & International Cooperation	0.1 PM
	<p>Taking into consideration Tasks 4.1.3 and 4.2.1, the Communications and Outreach department will cooperate with the Projects Manager to design an annual action plan of face-to-face marketing and outreach activities designed to strengthen EMUNI's position locally and nationally within the Slovenian context. This will include at least two open mornings per annum, to which stakeholders in local government and local industry can attend on the one hand, and academia and society on the other (representing the quadruple helix model). In this way, the relationships EMUNI has forged with stakeholders through various projects can be reinforced beyond the projects' lifetime, thus maintaining the sustainability of EMUNI. Similarly, 'coffee mornings' can be held throughout the year with local Piran stakeholders to ensure EMUNI's visibility and position is clear at a local level.</p>		
Output 4.9	Face to face marketing and outreach activities action plan		30/06/2024

Task 4.6.1	Enhancing practical and field experiences for EMUNI Students		
Start date	01/05/2024	End date	30/06/2024
Department(s) involved	Strategic Partnerships Education Communication & Outreach Projects & International Cooperation Finance		
Resources	Human resources		
	Strategic Partnership	Strategic Partnership coordinator	0.5 PM

	Communication Officer	Communication & marketing	0.2 PM
	Academic Programmes Coordinator	Education	0.2 PM
	Financial Manager	Finances	0.1 PM
	President	President's office	0.1 PM
	Project Manager	Projects & International Cooperation	0.1 PM
	Stocktaking and evaluation of previous internships and other visits and experiential learning activities with recommendations on how to enhance the practical/experiential learning and field experiences for EMUNI students, including recommendations for partnerships with identified business/academic entities and other measures to enforce the learning experience.		
Output 4.10	Report (including an action plan) on enhancing the experiential learning at EMUNI		31/07/2024

Task 4.7.1	Mediterranean Students' Bootcamp		
Start date	02/04/2024	End date	30/09/2028

Department(s) involved	Strategic Partnerships Education Communication & Outreach Projects & International Cooperation Finance	
Resources	Human resources	
	Strategic Partnership	Strategic Partnership coordinator 1.5 PM
	Communication Officer	Communication & marketing 1.0 PM
	Academic Programmes Coordinator	Education 2.0 PM
	Financial Manager	Finances 0.5 PM
	President	President's office 0.5 PM
	Project Manager	Projects & International Cooperation 0.5 PM
	Capitalising on the EMUNI Knowledge and Innovation Hubs at southern Mediterranean universities, bachelor students from southern and northern Mediterranean students will be invited to a 10-14 days summer camp at EMUNI (conducted in June or September each year). The camp will gather around 40 students from across the Mediterranean who are entering the final Bachelor year. These students will potentially pursue their Master Studies at EMUNI, including also along a dual degree programme with the sending university.	
Output 4.11	Annual Summer Bootcamps (2025 - 2028)	30/09/2028

Risks associated to this Activity	Probability	Impact	Mitigation measures
Difficulties to coordinate communication activities with co-funding providers/sponsors	Medium	Medium	Regular follow-up on communication activities with both EMUNI departments and external collaborators needs to be ensured (via online communication and/or face-to-face meetings).
Difficulties in conveying message to target audiences	Medium	High	Easy-to-understand key messages need to be defined
Lack of funds to implement marketing strategy	High	High	Ensuring sustainable and diverse sources of funding (see Action 3)
Milestone title	Responsible department	Due date	Means of verification
Communication and outreach action plan ready for implementation	Communication & marketing	31/12/2024	Availability of the action plan at each department

Priority ACTION 5	<i>Enhancing the capacity of EMUNI to acquire projects aligned with its objectives & educational activities</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	President's Office		
Other involved department(s)	Education Projects & International Cooperation Hiring an experience full-time Project Manager		
Linked objectives			
5.1 - Capacity building of EMUNI staff to better address project proposals preparation and projects management. 5.2 - Developing and implementing measures whereby EMUNI is more successful in identifying/addressing relevant CFPs, forging appropriate partnerships and consortia & receiving projects funds			
Indicator name: Number of proposals submitted in line with EMUNI's objectives and educational activities	Baseline: 7 Year: 2023	Means of verification: EMUNI archive of submitted proposals	Target: 4 (2024) 10(2025) 12(2026) 15 (2027)
Description and timeframe of tasks			
Task 5.1.1	Participating in external trainings on partnership building and project management		
Start date	02/04/2024	End date	31/12/2024

Department(s) involved	Education Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International Cooperation	0.5 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	Other Newly hired Project Manager		
	External service provider - delivery of trainings	Specific courses (online or face-to-face) designed to increase capacities in partnership building and project management	400 EUR per day Est quantity: 1 week/year per person
EMUNI's staff (projects and Education department) will be encouraged to participate in external trainings in terms of partnership building, proposal writing and project management in order to ensure that they are constantly improving their skills.			
Output 5.1	Staff with increased capacity in partnership building, proposal writing and project management		Delivery date: 31/12/2020 31/12/2021 31/12/2022 31/12/2023 31/12/2024

Task 5.2.1	EMUNI's presence at external partnership building events		
Start date	01/12/2024	End date	31/12/2028

Department(s) involved	Communication & marketing Education President's office Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International Cooperation	0.5 PM per year
	Academic Programmes coordinator	Education	0.25 PM per year
	President	President's Office	1 PM per year
	Communication Officer	Communication and marketing	0.25 PM per year
	Other		
	Travels to events and subsistence costs	Lump sum estimated including flight ticket, transportation, accommodation and meals.	1000 EUR per travel (1 event per person per year)
Partnership building events will be regularly monitored by the Projects & International cooperation office with a particular emphasis on funding programmes such as H2020, Erasmus+ and EuropeAid. But other opportunities for building new partnership/getting involved in new projects in line with EMUNI's educational objectives will be considered as well. Presentation material/promotional material will be delivered in cooperation with the Communication and marketing department according to the strategy developed under Action 8.			

Output 5.2	List of yearly partnership/proposal building events	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Task 5.2.2	Lobbying with national and European decision-making bodies		
Start date	01/07/2024	End date	31/12/2025
Department(s) involved	President's office Education Projects & International Cooperation		
Resources	Human resources		
	President	President's Office	1 PM per year
	President's Office Manager	President's Office	0.5 PM per year
	Academic Programmes Coordinator	Education	0.25 PM per year
	Project Manager	Projects and International Cooperation	0.5 PM per year
	Other resources		

	Travel costs	Flight tickets, accommodation, meals and local transportation of participants (average lump sum regardless destination, inside/outside EU)	1000 EUR per travel per person (President: 2 travels per year; Other employees: 1 travel every 2 years)
Linked with the platform for dialogue and the identification of EMUNI niche, by participating in the definition of the EC work programmes, meetings in Brussels/Barcelona, invitation of decision makers to attend EMUNI events, etc.			
Output 5.3	Annual reports on lobbying activities (to be included in EMUNI's annual report)		Delivery date: 31/12/2025

Priority ACTION 6	<i>Fostering EMUNI's role as a Platform for Intercultural Dialogue & Science Diplomacy</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Projects & International Cooperation		
Other involved department(s)	Communication and Outreach Research Presidency		
Linked objectives			
6.1 - Strengthening links with existing partners & developing new partnerships with actors in the fields of Inter-Cultural Dialogue and Science Diplomacy 6.2 - Conducting a series of debates and round tables across the Mediterranean, under the titles "EMUNI Talks", "EMUNI Debates"			
Indicator name: Number of SD/STI events or meetings	Baseline: 2 (2023)	Means of verification: Meeting agenda, minutes and attendance sheets	Target: 3 (2024) 4 (2025) 4 (2026) 4 (2027) 4 (2028)
Description and timeframe of tasks			

Task 6.1.1	Organising a regular annual event for stakeholders to meet, e.g. Annual conference		
Start date	02/04/2024	End date	30/11/2024
Department(s) involved	Education President's Office Projects & International Cooperation Research		
Resources	Human resources		
	President Office Manager	President's Office	1 PM per year
	Researcher	Research	1 PM per year
	Academic Programmes Coordinator	Education	0.5 PM per year
	Project Manager	Projects & International Cooperation	0.5 PM per year
	Other		
	Event venues, logistics and organisation	Travel, accommodation of speakers, catering, meals, conference venue, etc.	15.000 EUR per event 45.000 EUR per conference
<p>A regular, annual event bringing together stakeholders from the region is a key tool for EMUNI's role of a platform, and builds on the EMUNIs good legacy. The themes need to reflect most topical issues in the region, possibly but not necessarily involving universities in the title. Universities should have a role to play in the delivery of results, e.g. by supplying education, research. B2B meetings should be organised in the frame of these events.</p>			

Output 6.1	Tentative Agenda concept note of annual conferences	Delivery date: 01/05/2024
Output 6.2	Implementation of the 2-3 day conference and meeting of Governing Bodies	Delivery date: Spring/early summer 2024 - 2028

Task 6.1.2	Science Diplomacy and STI Cooperation between EU and Middle East - Awareness raising and networking		
Start date	01/01/2025	End date	31/12/2028
Department(s) involved	Communication & marketing President's Office Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International	1 PM per year
	President's Office Manager	President's Office	0.5 PM per year
	Communication Manager	Communication & marketing	0.5 PM per year
A series of events/activities would be needed in order to engage with possible partners and promote benefits of STI cooperation within EMUNI's network (i.e. online workshops to present funding opportunities and discuss on possible cooperation frameworks, specific info days on CfPs of interest, b2b meetings to prepare joint proposals, etc.)			
Output 6.3	Joint proposal to further strengthen STI cooperation with EMUNI partners	Delivery date: 31/12/2024	

Output 6.4	Develop strategic partnerships with international cooperation agencies and foundations	Delivery date: 31/12/2025
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Task 6.2.1	EMUNI talks on Science Diplomacy and STI Cooperation between EU and Middle East		
Start date	01/01/2015	End date	31/12/2028
Department(s) involved	Education Communication & marketing Projects & International Cooperation		
Resources	Human resources		
	Project Manager	Projects & International	1 PM per year
	Academic Programmes Coordinator	Education	0.25 PM per year
	Communication Manager	Communication & marketing	0.5 PM per year
Specific round-table debates to be organised in parallel with other events organised by EMUNI (i.e. Annual Conferences) or where EMUNI will be present in order to spread best practices gained in the past and seeking new opportunities of collaboration.			

Output 6.5	Intercultural Dialogue and Science Diplomacy events reports	Delivery date: 31/12/2024 31/12/2025 31/12/2026 31/12/2027 31/12/2028
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Risks associated to this Activity	Probability	Impact	Mitigation measures
Lack of availability of funds to co-finance STI platform	Medium	Medium	STI platform activities will be designed in a way allowing low-sustaining costs and always combined with other activities in order to ensure a cost-efficient organisation
Milestone title	Responsible department	Due date	Means of verification
EMUNI partners with increased capacity to actively engage in STI platform	Projects & Intercultural department	31/12/2024	Evaluation report on capacity building activities

