



Evro-sredozemska univerza | Università Euro-Mediterranea Euro-Mediterranean

University | Université Euro-Méditerranéenne

الأورومتوسطية الجامعة

# EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

## Self-Evaluation Report 2023

**Prepared by:**

Prof. Dr. Abdelhamid El-Zoheiry, Prof. Dr. Jaka Vadnjal, Dr. Mounir Ghribi, Karen Gladović, Lina Kaldana, Alenka Breznik, Polona Oblak, Sophie Burton Pogledič, Diana Rico, 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 47th session on 15 March 2024

*Piran, January 2024*

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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

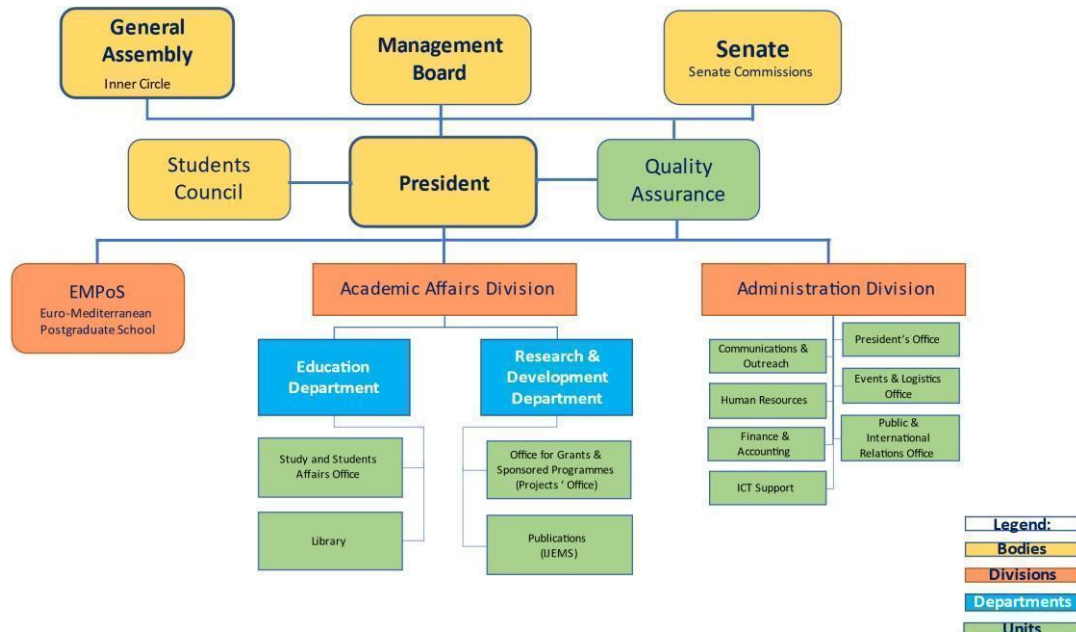


Figure 1: EMUNI Organigram

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 2023

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, with an extension of two months until 1.4.2024.

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

1. Accademia Eraclitea (Italy)
2. Adam Mickiewicz University (Poland),
3. Agir ensemble (Morocco),
4. Al Akhawayn University in Ifrane (Morocco),
5. Al Alamein International University (Egypt),
6. Al-Bayt University (Jordan),
7. Al-Azhar University (Palestine),
8. Albanian Diplomatic Academy (Albania),
9. Alexandria University (Egypt),
10. Alma Mater Europaea – Evropski Center, Maribor (Slovenia),
11. An-Najah National University (Palestine),
12. Al-Quds University (Palestine),
13. Angela Boškin Faculty of Health Care (Slovenia),
14. Antonine University (Lebanon),
15. Arab Academy for Science, Technology & Maritime Transport (Egypt),
16. Arab American University AAUP (Palestine),
17. Aristotle University of Thessaloniki (Greece),
18. Aydin Istanbul University (Turkey),
19. Beirut Arab University (Lebanon),
20. Birzeit University (Palestine),
21. Bucharest University of Economic Studies (Romania)
22. Business Academy University (Serbia),
23. Casa Mediterraneo (Spain),

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

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

84. Philadelphia University (Jordan),
85. Princess Sumaya University for Technology (Jordan),
86. Réseau Méditerranéen des Ecoles d'Ingénieurs (France),
87. Roma Tre University (Italy),
88. Saint Joseph University (Lebanon),
89. School of Advanced Social Studies in Nova Gorica (Slovenia),
90. Science and Research Centre Koper (Slovenia),
91. Sciences Po Lille (France),
92. Scientific Research Centre (Slovenia),
93. SEDEIC Consortium (Malta),
94. Sofia University St. Kliment Ohridski (Bulgaria),
95. South East European University (Northern Macedonia),
96. Tel-Aviv Academic college of Engineering (Israel),
97. Mediterranean Network of Student Representatives (Malta),
98. Transition Studies World Research Network (Italy),
99. UBI Business School. Brussels (Belgium),
100. Universidad de Granada (Spain),
101. Università degli Studi di Bari Aldo Moro (Italy),
102. Universitat Autònoma de Barcelona (Spain),
103. Universitat Internacional de Catalunya (Spain),
104. University Fernando Pessoa (Portugal),
105. University for Business and Technology – UBT (Kosovo),
106. University for foreigners of Perugia (Italy),
107. University Hassan 1er (Morocco),
108. University Jean Monnet (France),
109. University Mediterranean Podgorica (Montenegro),
110. University Montpellier (France),
111. University of Agricultural Sciences and Veterinary Medicine (Romania),
112. University of Avignon (France),
113. University of Catania (Italy),
114. University of Cyprus (Cyprus),
115. University of Foggia (Italy),

116. University of Girona (Spain),
117. University of Haifa (Israel),
118. University of Jordan (Jordan),
119. University of Lisbon (Portugal),
120. University of Macerata (Italy),
121. University of Maribor (Slovenia),
122. University of Murcia (Spain),
123. University of Napoli L'Orientale (Italy),
124. University of Nice Sophia Antipolis (France),
125. University of Palermo (Italy),
126. University of Palestine (Palestine),
127. University of Pavia (Italy),
128. University of Pécs (Hungary),
129. University of Prešov (Slovakia),
130. University of Primorska (Slovenia),
131. University of Rijeka, Faculty of Economics and Business (Croatia)
132. University of Sarajevo (Bosnia and Herzegovina),
133. University of Siena (Italy),
134. University of Sousse (Tunisia),
135. University of Szeged (Hungary),
136. University of the Aegean (Greece),
137. University of the Algarve (Portugal),
138. University of Trieste (Italy),
139. University of Tunis (Tunisia),
140. University of Udine (Italy),
141. University of Urbino "Carlo Bo" (Italy),
142. University of Zadar (Croatia),
143. Pegaso Online University (Italy),
144. Universum University College (Kosovo),
145. Varna Free University (Bulgaria),
146. Virtual University of Tunis (Tunisia),
147. Western Galilee College (Israel),

148. Zefat Academic College (Israel),

149. 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 Noureddine 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
2023	149	34	Prof. Dr. Michele Gendreau Massaloux	Prof. Hassan Nadir Kheirallah

<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.  
In 2023 the General Assembly was held on 8 June 2023.

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. Dr. Maysoun Ibrahim, Palestine (Member of the international public figures of repute)
8. Prof. Dr. Moustapha Bousmina, Morocco (President of Euro-Med University of Fes)
9. Mr. Álvaro Albacete Perea (representative of the Union for the Mediterranean)
10. Ms. Darinka Vrečko, Slovenia (representative of Slovenian Government)
11. Ms. Karen Gladović (representative of EMUNI employees)
12. Ms. Yara El-Turk, Lebanon (representative of EMUNI students).

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.

\* Resigned on 22 October 2023 - MB appoints Co-Chairperson Ambassador Hatem Atallah as the Chairperson until the end of the current mandate (12 April 2024) on 21 November 2023.

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 2021 and 21 May 2023, Management Board's representatives in the Senate, nominated on 22 November 2019, and student's representatives in the Senate, nominated on 16 November 2023 are the following:

Prof. Dr. Abdelhamid El-Zoheiry, Egypt – President of EMUNI University and Chair of EMUNI Senate

Prof. Dr. Rouchdy Zahran, Alexandria University, Egypt

Prof. Dr. Lotfi Ben Romdhane, University of Sousse, Tunisia

Prof. Dr. Claudio Cressati, Italy

Prof. Dr. Rosario Sinatra, Italy

Prof. Dr. Dušan Lesjak, Slovenia

Prof. Dr. Luigia Melillo, Italy

Prof. Dr. Alaa Abdelbary, Egypt

Prof. Dr. Aleksandra Porjazoska Kujundziski, International Balkan University, Macedonia

Prof. Dr. Jaka Vadnjak, Slovenia

Assoc. Prof. Dr. Karim Moustaghfir, Morocco

Prof. Dr. Rony Darazi, Lebanon

Ambassador Hatem Atallah, Management Board representative, Tunisia

Prof. Dr. Mouïin Hamzé, Management Board representative, Lebanon

Dr. Maysoun Ibrahim, Management Board representative, Palestine

Saleh Saleh, EMUNI University (student), Palestine

Elizaveta Byasova, EMUNI University (student), Russia

Yara El-Turk, EMUNI University (student), Lebanon

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, with an extension of two months until 1 April 2024. 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 19 October 2023, are:

1. Prof. Dr. Karim Moustaghfir, Morocco
2. Prof. Dr. Jaka Vadnjak, Slovenia
3. Prof. Dr. Rony Darazi, Lebanon
4. Prof. Dr. Rosario Sinatra, Italy
5. Saleh Saleh, EMUNI University (student), Palestine

The students' representative was nominated by the Students Council on 16 November 2023.

**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. Saleh Saleh, EMUNI University (student), Palestine

The students' representative was nominated by the Students' Council on 16 November 2023.

## **Students' Council**

On 16 November 2023, 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. Yara El Turk, Lebanon (Chair of the Student Council)
2. Elizaveta Byasova (Co-chair of the Student Council)
3. Moses Chikuse
4. Moataz Elissawy
5. Saleh Saleh

The Student Council nominated student's representatives for the Management Board on 4 April 2023, and for the Senate and its Commissions on 16 November 2023.

- Management Board: Emna Jbara (Tunisia). Term expires on 4 April 2024.
- Senate: Saleh Saleh (Palestine), Elizaveta Byasova (Russia), Yara El-Turk (Lebanon), Emna Jbara (Tunisia). Their term ends on 19 November 2024.
- Commission for Student and Study Affairs: Saleh Saleh (Palestine). Term ends on 19 November 2024.
- Quality Assurance Commission: Saleh Saleh (Palestine). Term ends on 19 November 2024.

## **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.
6. Prof. Dr. Abdelhamid El-Zoheiry (President): 1 February 2024 - 1 April 2024.

## **Sessions of the EMUNI Bodies in 2023:**

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

- 14<sup>th</sup> EMUNI General Assembly took place on 8 June 2023 in Piran (Morocco).

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

- 59<sup>th</sup> Management Board video conference session was held on 27 February 2023.
- 60<sup>th</sup> Management Board correspondence session was held between 24 April 2023 and 26 April 2023.
- 61<sup>st</sup> Management Board session was held on 7 June 2023.
- 62<sup>nd</sup> Management Board video conference session was held on 24 August 2023.
- 63<sup>rd</sup> Management Board video conference session was held on 21 November 2023.

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

- 44<sup>th</sup> Senate VC session was held on 27 March 2023.
- 45<sup>th</sup> Senate regular session was held on 8 June 2023.
- 46<sup>th</sup> Senate VC session was held on 25 September 2023.

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

- CSSA correspondence session was held from 9 to 13 January 2023.
- CSSA correspondence session was held from 21 to 24 March 2023.
- CSSA correspondence session was held from 11 to 15 May 2023.
- CSSA regular session was held on 7 June 2023.
- CSSA correspondence session was held from 8 to 13 September 2023.
- CSSA correspondence session was held from 20 to 22 September 2023.
- CSSA regular session was held on 1 December 2023.

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

- HC correspondence session was held from 23 to 24 May 2023.
- HC correspondence session was held from 22 to 25 September 2023.

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

- QAC VC session was held on 1 March 2023.

## Sessions of the EMUNI Student Council (SC)

- SC VC session was held on 4 April 2023.
- SC VC session was held on 16 November 2023.

## 1.5 Provision of operating conditions

### Personnel

EMUNI has 10 employees on 31 December 2023 corresponding to 6,8 FTEs. Although EMUNI did not increase the number of employees, it increased the number of contractors in order to relieve all employees, increase their job satisfaction, which directly affects the easier achievement of EMUNI goals.

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

Job Position	Organisation Unit	31 DEC 2023	Type of Contract	Source of Financing 2020
President of EMUNI	President of EMUNI	1	Contract of employment	MHESI, other sources
Administrative assistant / manager	International Cooperation Unit/ Office for sponsored programmes	1	Contract of employment	MHESI, other sources
Administrative assistant / manager	Education & Research	5	Contract of employment	MHESI, other sources
Administrative assistant / manager	HR, General Affairs, Legal	1	Contract of employment	MHESI, other sources
Administrative assistant / manager	Administration of Education	1	Contract of employment	MHESI, other sources

Administrative assistant / manager	General Administration and Finance	1	Contract of employment	MHESI, other sources
<b>TOTAL employees</b>		<b>10</b>		

**Table 3: List of other contractors**

Job Position / Field of work	Area	Type of Contract	Source of Financing 2023
Project Experts	FIshaqu, Med2IaH, OERCodex	Authorial work contract, Business Cooperation Contracts	Project Funding
Other experts	Marketing manager	Business Cooperation Contracts	Projects Funding
Lecturers	Study programmes	Authorial work contract	Tuition fees, MHESI
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 2023	Year 2022	Year 2021	Index Act. 2023 / Act. 2022	Index Act. 2023 / Act. 2021
	1	2	3	$4=1 / 2 * 100$	$5=1 / 3 * 100$
<b>Public Finances</b>	692.352,18	981.382,50	683.377,96	70.55	101.31
MHESI	340.000,00	340.000,00	291.000,00	100.00	116.84
Other funds-projects from the EU budget	352.352,18	641.382,50	392.377,96	54.94	89.80
<b>Other sources</b>	67.447,66	38.863,37	26.023,94	173.55	259.18
<b>Sales of goods and services on the market (Tuition fees)</b>	1.871,20	4.855,96	2.145,00	38.53	87.24
<b>TOTAL AMOUNT</b>	<b>761.671,04</b>	<b>1.025.101,83</b>	<b>711.546,90</b>	<b>74.30</b>	<b>107.04</b>

In 2023, EMUNI University had EUR 692.352,18 in revenues from public finances (MHESI and EU projects), Tuition fees and other sources of financing, which is EUR 69.318,86 increased substantially compared to the previous year 2022 and even doubled its revenues amount compared to the year 2021. The table illustrates the inflows in the last three (3) years by source of funds. The largest part of inflows in 2023 comes from EU projects, MHESI sources and other sources.

When looking at Table 4 we can see the MHESI funds stagnating through the years 2021-2023, taking in consideration that the additional EUR 40.000,00 in 2022 EMUNI and 2023 University received for the Lunch of the Euro-Mediterranean Innovation Camp competition.

The calculated Indexes indicate the fact that the EMUNI University decreased its diversification income sources in 2023 compared to the year 2022 and increased compared to the year 2021. It should be considered that project payments in 2022 were 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. Still is one of EMUNI objectives to not rely completely on MHESI 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 2021 by source of financing, by Cash Flow Method (in EUR).**

Type of cost / year 2021	TOTAL	MHESI 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. Commuality 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.
  - MHESI 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 MHESI 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 6: 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	MHESI funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
<b>TOTAL INCOMES</b>	<b>1.025.101,83</b>	<b>340.000,00</b>	<b>641.382,50</b>	<b>43.719,33</b>
<b>TOTAL COSTS</b>	<b>1.032.350,88</b>	<b>340.000,00</b>	<b>655.219,82</b>	<b>37.131,06</b>
- 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. Communality 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	43.955,01	444.971,56	1.700,00
• Authorial work contracts	44.495,68	17.972,29	24.823,39	0,00
• Partner payments	446.130,89	25.982,72	420.148,17	0,00
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.
  - MHESI 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 MHESI 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%).

**Table 7: Structure of the Total expenditures/outgoings for the year 2023 by source of financing, by Cash Flow Method (in EUR).**

Type of cost / year 2023	TOTAL	MHESI funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
<b>TOTAL INCOMES</b>	<b>761,671.04</b>	<b>340,000.00</b>	<b>352,352.18</b>	<b>69,318.86</b>
<b>TOTAL COSTS</b>	<b>909,581.77</b>	<b>340,000.00</b>	<b>522,737.87</b>	<b>46,843.90</b>
- COST OF MATERIAL	9,772.58	9,100.00	672.58	-
- COST OF SERVICES	549,133.20	120,540.00	383,319.11	45,274.09
a. Activity costs	7,712.64	5,189.04	2,523.60	-
b. Investments and rents	37,890.68	25,200.00	7,928.63	-
c. Bank account and Insurance	10,283.09	1,200.00	3,508.49	5,574.60
d. Communality and transportation	44,777.44	4,240.00	25,000.00	-
e. Intellectual service	71,205.16	15,210.96	55,994.20	-
f. Business travel	17,729.24	11,200.00	3,879.24	-

g. Authorial work, Single task contract and Project partner's payments	319,021.71	48,000.00	271,021.71	
• Authorial work contracts	14,807.87	14,807	0	-
• Partner payments	304,213.84	33,192	271,021.71	
h. Other services	40,513.24	10,300.00	13,463.24	16,750.00
- LABOUR COSTS	344,708.98	210,360.00	134,348.98	
- OTHER COSTS	1,569.81			

- In the year 2023, based on the Cash Flow Method we had the Total Incomes in the amount of EUR 761,671.04.
  - MHESI sources 300.000,00 EUR + 40.000,00 EUR (Innovation Camp competition) (44,6%)
  - EU sources 641.382,50 EUR (46,2%)
  - Other sources 43.719,33 EUR (9,2%)

55,4% of the funds we received from the EU, Tuition fees and other sources, the remaining 44,6% of the funds came from MHESI sources.

The funds were mainly used to cover the Labour costs (61,87%), Costs of Services (35,45%) and the remaining was distributed between Costs of material and Other Costs (2,68%).

As seen from the above table, in 2023 the EMUNI University generated a surplus of expenditures over revenues. As seen also the from Statement of revenues and expenditures, in 2023 the EMUNI University generated an excess of expenditure over income in the amount of 73.555,16 EUR. Along with the surplus of expenditures over revenues from previous years in the amount of 48.208,78 EUR, the final excess of expenditure over income on 31st December 2021 amount to 25.346,38 EUR.

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. The premises 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 2023, EMUNI continued to inform the public about its activities and events while the contact details of EMUNI's network were updated. The publication of important news items and events were more strategically planned than in previous years to ensure maximum impact. 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, X (formerly known as 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 page currently has 5,000 followers and 4,800 likes (compared to 2022: 4.600 followers, 4500 likes ([www.facebook.com/emuni.university](https://www.facebook.com/emuni.university))).

The EMUNI LinkedIn page in 2023 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 1,381 followers (compared to 2022: 1,133 followers) as of 2023 and all metrics relative to the last quarter of 2023 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 X account supplements the existing EMUNI website. X 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. In 2023, this strategy bore fruit, with a slight increase in direct followers - 854, compared to 807 in 2022. However, engagement percentages still do not meet expectations. A more personal posting style may need to be employed by the incoming President to engage more followers. The X address of EMUNI is: [x.com/emuni](https://x.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. Again, 2023 saw results on this strategy, with 563 followers, compared to 522 followers in 2022. However, there needs to be more focus if EMUNI is to substantially increase the numbers of those it engages.

In 2023, EMUNI produced the following electronic promotional publications:

1. Intercultural Business Communication promotional material.
2. Kinesiology of Human Performance promotional material.
3. EMIC promotional material
4. Erasmus Days 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. In 2023 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 2022/23, 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 2023, 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 stepping stone for further improvement.

## 2 EDUCATION

### 2.1 Study programmes in implementation

One of the main activities of the EMUNI University is education at 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 2022/2023 are being discussed and in the provided figures even longitudinal data from previous academic years are presented.

The Quality Assurance Report on Education with Analysis of the Questionnaires was examined by and discussed between the Quality Assurance Commission, President of EMUNI University and the Coordinator of Study Affairs. 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 and 2023/2024. 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 2024/2025.

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

In the academic year 2022/2023 EMUNI provided the evaluation of implementation of the study programme Intercultural Business Communication from students and professors. The results and analysis of the evaluation questionnaire are described in the Quality Assurance Report on Education, which was discussed and revised in the Quality Assurance Commission of EMUNI University.

### **Enrolment**

1st study year:

Programme activities started in an online format from 17 October 2022, with the courses English Language I, Italian Language I, Internet Marketing, Intercultural Negotiations and Academic Writing Skills and Basic Research (AWSBR). From 13 February 2023 onwards, the second semester continued online, with courses English Language I, Italian Language I, History of Socio-Economic Processes, AWSBR, English Culture and Italian Culture. Students came for the face-to-face (F2F) period to Piran on 3 May 2023. The F2F period lasted until 11 June 2023.

2nd study year:

Programme activities started with the F2F period on 3 October 2022, and was followed by the online period, starting from 14 November 2022. The courses implemented in the first semester were English Language II, Italian Language II, Internet Marketing, Intercultural Negotiations and Research Methodology in Social Sciences (RMSS). The second semester began online, with English Language II, Italian Language II, History of Socio-Economic Processes, RMSS and Internship Course. It was followed by the F2F period from 3 May to 11 June 2023.

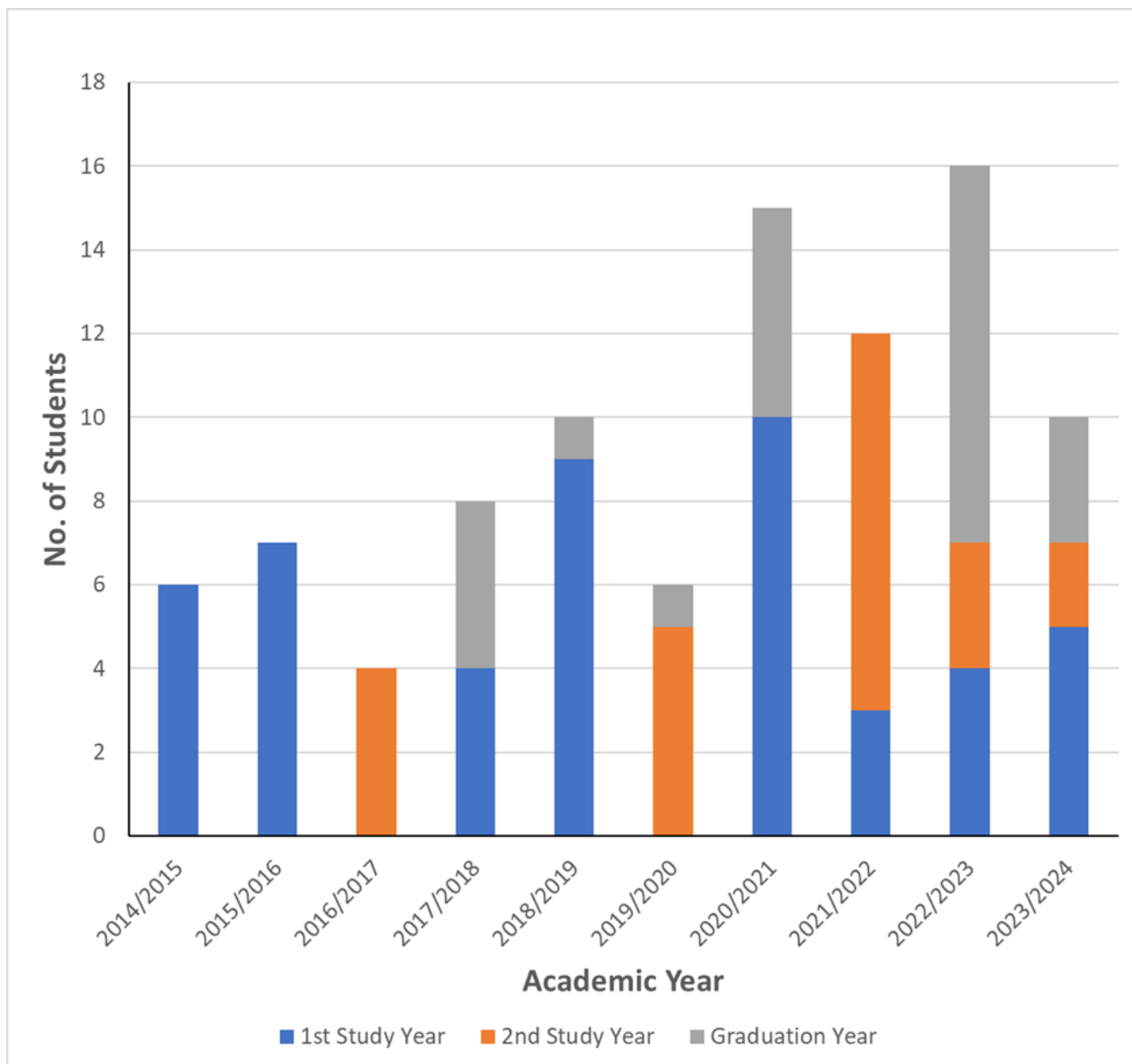
1st and 2nd study year:

There were three Exam Periods in the Academic Year 2022/2023. The duration of the first exam period was from 16 January to 12 February 2023, the second exam period was held from 6 June 2023 to 9 July 2023 while the third took place between 21 August 2023 and 17 September 2023.

In the Academic Year 2022/2023 there were 2 face-to-face (F2F) periods implemented for the 2nd study year, and one face-to-face period for the 1st study year (due to the long visa application procedure, F2F was not possible to implement in the first semester for the 1st study year).

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:** 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. Annex I of this document includes the Implementation Plan for the study year 2022/23, with courses and number of contact hours delivered online and 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 organized several meetings and student council sessions with students, alongside many (approx. 20) individual meetings with students, including individual meetings with EMUNI Graduates, to hear about their career development after graduating at EMUNI in 2028. Meeting students 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.

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 issue faced by the faculty (regarding students' activities, deadlines, student tasks, schedule, communication...) were promptly raised with the competent staff. One faculty board meeting was organised in the academic year 2022/23.

The Education department has organised a series of 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.

In May 2022 EMUNI organised a 3-day field visit to Padua and Florence for 1st and 2nd year students and students on Erasmus+ internship mobility. Due to major floods in Italy and train strikes, we had to change the plans of travel while in Padua and instead of visiting Florence, we took students to Venice. Students were accompanied by an Italian Language professor and an Italian Culture professor, together with EMUNI administrative staff. They got to learn the cultural, historical, and linguistic specifics about Italy and Veneto region. For more information please visit: <https://emuni.si/from-piran-to-padova-emuni-students-on-the-move/>

The Euro-Mediterranean University (EMUNI) was delighted to have Italian-based Mexican visual artist, writer and filmmaker Damián Comas run a month-long workshop in Contemporary Narratives in May. Both first and second-year students of the Masters in Intercultural Business Communication (IBC) attended the four three-hour workshop sessions. The workshops provided the context to analyse current literary and cinematographic creations for students to acquire a complex and profound knowledge of narration, as readers or spectators, as well as performers and creators. For more information please visit: <https://emuni.si/creative-writing-workshop-innovating-the-ibc-masters/>

In the academic year 2022/23, EMUNI hosted two internships for students. One internship was performed in the framework of Erasmus+ Mobility, by student Antonio Montiel from Murcia, Spain. Antonio worked as a trainee in the Project's and Educational Department from April – June and he played an important role in the organization of EMUNI Annual conference, EMIC Finale and implementation of the face-to-face activities of the Master's study programme. During his traineeship

at EMUNI, Antonio developed important set of skills and knowledge, which he is using in the job application process now, while keeping the contact with EMUNI staff. For more information please read: <https://emuni.si/meet-emuni-intern-antonio-montiel/>

The second internship happened in the collaboration with University of Primorska, where student Elma Efendic from Sarajevo, Bosnia, and Herzegovina, performed the internship in Education and Project office. Her main tasks were organization with EMUNI 15 Celebration and Annual Conference and support in the organization of Summer School with Heliopolis University, Egypt.

EMUNI organised six internships for IBC students in the academic year 2022/23, out of which two were performed in Italy, one in Lebanon, Germany, Austria, Belgium and one in Algeria. Five of the internships were financially supported by Erasmus+ Mobility project. More information on the internships can be found on EMUNI website:

Emna Jbara on Erasmus+mobility internship in International Centre for Genetic Engineering and Biotechnology (ICGEB), Trieste, Italy: <https://emuni.si/la-dolce-vita-for-emuni-masters-student-on-traineeship/>

Marwen Ayed on Erasmus+ Mobility internship in The National Institute of Oceanography and Applied Geophysics (OGS), Trieste, Italy: <https://emuni.si/ogs-welcomes-emuni-masters-student-as-trainee/>

Eslam Mostafa on Erasmus+ Mobility internship in D5 production GmbH, Wien, Austria: <https://emuni.si/emuni-masters-student-lands-tv-production-traineeship/>

Emna Jbara on Erasmus+ Mobility internship in UBI Business School, Brussels, Belgium: <https://emuni.si/emuni-masters-student-flexes-her-muscles-in-brussels/>

Ghada Neji performed Erasmus+ Mobility internship at Hamburg University in Germany: <https://emuni.si/ibc-masters-student-an-internship-success-story/>

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

The transition of students from 1st to 2nd study year and from 2nd study year to the graduation year is shown in table below. 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 2022/2023 Academic Year, 3 students continued from 1st to the 2nd year and 9 students continued from 2nd to the Graduate year.

Table: Number of students passing from 1st to 2nd study year and from 2nd 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
2022/23	3	9

### 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 2022/2023 (Table 2.1.2). Data shows that the average grade at the exams in the Academic Year 2022/2023 was way lower than the year before. It is worth mentioning that the cohort of 1st and 2nd year student in academic year 2021/22 counted 12 students, while in 2022/23 only 6 active students, who attended the classes and performed the exams.

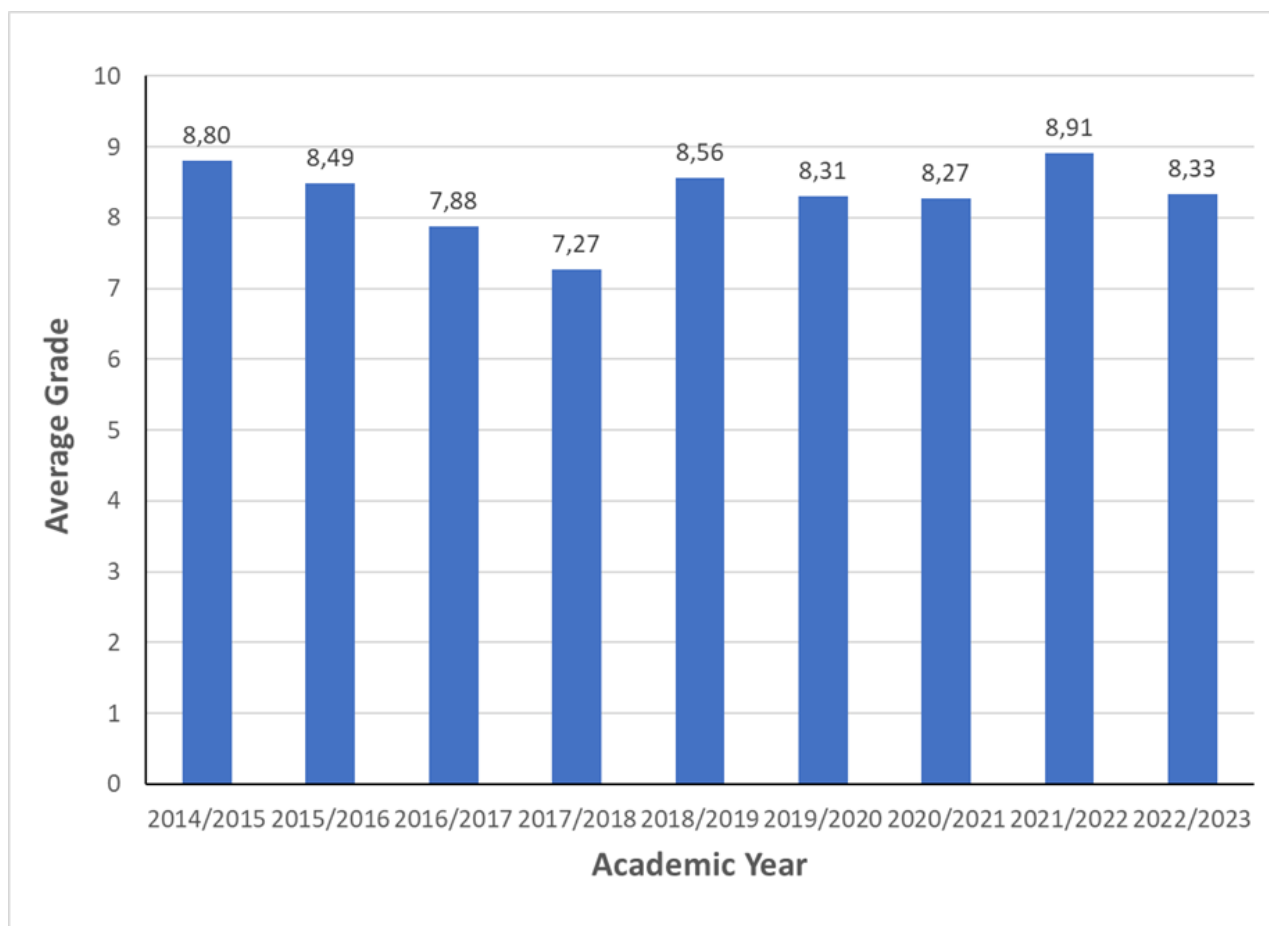


Figure: Average Grade per Academic Year.

Table 2.1.2: Average grade per course in the Academic year 2022/2023.

No	Course	AVG Grade
1	Foreign Language A - English Language 1	8,67
2	Foreign Language B - Italian Language 1	8,50
3	Foreign Language A - English Language 2	9,00
4	Foreign Language B - Italian Language 2	8,00
5	English Culture	6,00
6	Italian Culture	10,00
7	Intercultural Negotiations	7,33
8	Internet Marketing	9,60
9	History of the Global Socio-Economic Processes	9,50
10	Academic Writing Skills and Basic Research	6,67
11	Research Metodology in Social Sciences	no positive grade

The average number of English Culture and Italian Culture course is constituted of the grade of only one student. The reason behind is that other students did not attend, either pass the exams. The average grades of extra-curriculum course “Academic Writing Skills” is very poor, as well as no student passed the extra-curriculum course “Research Methodology in Social Sciences”. One of the possible reasons for it could be that those courses are not obligatory and therefore, students are lacking the motivation to attend and study.

## **Graduations**

In academic year 2022/23 five students of the Intercultural Business Communication Master’s programme defended their master thesis and graduated. The graduate students are from Syria, two from Lebanon, Palestine, and Egypt. They all attended the graduation ceremony on 9 June 2023 in Piran, Slovenia.

By the end of 2023, three students in addition have defended their master’s thesis and will be awarded the diploma certificate during next graduation ceremony. 2023 was the most successful year regarding EMUNI graduations since University’s establishment. The cause behind it may be firstly, highest number of graduate year students enrolled and secondly, a strong encouragement from EMUNI administration and teaching staff, as we have closely followed student’s progress on master thesis, regulatory organised one-to-one meetings and providing different kind of support to the graduate students.

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

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

### **2.3 Other education activities**

#### **Summer School and Training of Trainers on Sustainable Blue Economy**

In the framework of the Jean Monnet Center of Excellence on Sustainable Blue Economy (CoE-SUBE), a first intensive training on blue economy for mid-career scholars titled “Innovative and transformative capacity building for sustainable blue economy in the Mediterranean” was held from 24 - 26 May (online sessions), and 5 - 9 June (in person sessions in Piran and Trieste).

Sustainable development underpinned by a blue economy is a shared vision for the Mediterranean area and is of concern to both North and South-Mediterranean countries. The vision of a sustainable blue economy is based on the recognition of both the vulnerabilities and potential for growth of seas and oceans. It promotes smart solutions for marine and maritime challenges within the framework of

sustainable development. Sustainable management of the marine environment requires professionals which are trained with the adequate knowledge and skills in multidisciplinary fields related to marine sciences, and with the capacity to transfer such knowledge and skills to future generations. The topics of the intensive training were addressed both through theoretical findings and practical applications. Their crucial role in marine policy implementation was outlined. The Training of Trainers (ToT) was addressed to PhD students/holders that are teachers themselves and are capable of teaching aspects related to the blue economy to others, working in fields related to sustainable blue economy and interested in the improvement of the skills needed in the blue economy market. Particularly, the ToT targeted residents of the Euro-Mediterranean region and Balkan countries. Additionally, gender equality and geographic diversity was considered in the selection of candidates.

With the ToT we identified, reskilled, and upskilled relevant blue skills needed in the labour market for the development of sustainability in blue economy sectors in the Mediterranean region. The future of humanity depends on Ocean's health and on our ability to manage it in a sustainable way. Therefore, to make good decisions, capacity building in ocean sciences management is fundamental, and the training of trainers provided a base for its development and application.

The ToT took place in parallel with the Summer School organised by the Centre of Excellence on Sustainable Blue Economy (CoE-SUBE) – EMUNI university, and the National Institute of Oceanography and Applied Geophysics (OGS). Participants of the ToT joined the summer school and had extra sessions to evaluate it. By joining the Summer School, ToT participants evaluated and improved the methodology used for teaching sustainable blue economy. In this training of trainers, participants learned by doing.

Specific objectives of the ToT were:

- Acquire the necessary knowledge and skills to improve the teaching and learning methodologies for sustainable blue economy.
- Orient participants on the most up-to-date interactive tools for enhancing the learning experience of their students.
- Allow participants to build educational strategies for sustainable blue economy.
- Critically appraise the current educational models in sustainable blue economy.
- Demonstrate acquired skills by joining the Summer School.

In the ToT we offered lessons about sustainable blue economy, biotechnology, fisheries and aquaculture, green shipping, nexus science-policy-society, stakeholders' engagement, gender equality, marine spatial planning, renewable energy, deep sea mining. This year the ToT was mainly focused on strengthening the methodology for teaching Sustainable Blue Economy.

During the online sessions, the ToT participants were asked to do a wrap-up at the end of the day where they responded to some questions related to the learning process. During the in-person session, ToT participants were asked to build 3 different groups and select a topic they would like to teach. According to the selected topic, the task was to create a strategy/methodology/teaching plan for their students considering their experience in the summer school and ToT online sessions, as they were evaluating the

current teaching methodologies, and creating new tools for teaching focused on sustainable blue economy. A key phrase they have raised during the discussion was: “Be the teacher you would like to have”. The participants emphasised on the importance of having dynamic lectures, more activities in the field rather than staying in the classroom, they prefer to have in-person activities rather than online sessions, and capacity building for teachers. The selected topics to be taught by the working groups are maritime spatial planning, raising awareness and developing social entrepreneurship skills in the blue economy, and virtual ecotourism on the sustainable blue growth. At the end of the ToT and summer school sessions, the three groups presented their methodologies and approaches for teaching the selected topics to the summer school students, and we had a Q&A session where both summer school and ToT participants exchanged ideas and experiences related to teaching sustainable blue economy to different audiences.

The training of trainers and the summer school were officially endorsed by the United Nations Decade of Ocean Science for Sustainable Development.

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

Euro-Mediterranean Innovation Camp (EMIC) is an innovation competition developed and organised by the Euro-Mediterranean University (EMUNI). EMUNI and its partners, the Jozef Stefan Institute (Slovenia) and EuroMed University of Fes (UEMF), are providing Euro-Mediterranean youth with the opportunity to think big and ultimately, make their ideas a reality. EMIC is supported by the Union for the Mediterranean (UfM), the Republic of Slovenia Ministry of Higher Education, Science and Innovation, and the Republic of Slovenia Ministry of Foreign Affairs.

### Objectives

- 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;

### Target participants

- Youth (18-35 years old) from the Euro-Mediterranean countries or North Africa and Middle East region (MENA)
- Students or young professionals

### Structure and Methodology

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

- Phase 1: Application and screening
- Phase 2: The Heats/Casting
- Phase 3: The Workshop/Elimination
- Phase 4: The Finals

### 1. Application and Screening

Candidates with innovative ideas will apply online through a specific application form on a dedicated website. The applications will be screened by a team of experts for their novelty and feasibility. Short-listed candidates will be invited to phase 2.

### 2. The Heats

Short-listed candidates will pitch their innovative ideas remotely which will be evaluated and ranked by a panel of expert jurors. The jury will rank the participants' presentations in terms of their novelty, applicability, feasibility, appropriateness for the programme and cost effectiveness. The best 10-12 contestants will be selected to proceed to the "Workshop".

### 3. The Workshop

The contestants will be invited to travel to Slovenia and enter the workshop facility (hosted by one of the fab labs, technology parks or other suitable premises). During the period of 10-12 weeks, they will receive technical assistance from subject matter experts, experienced engineers, product developers and designers. They will compete against each other through multiple elimination stages, as follows:

A. Proof of Concept stage (+/-2 weeks): using simple, ad-hoc, mock schemes/models (digital or physical), contestants will attempt to demonstrate the validity of their concepts to the jury members. The stage ends with the Proof-of-Concept episode, during which the jury members will eliminate two contestants, leaving 10 contestants to proceed to the next stage.

B. Engineering stage (+/-2 weeks): using more robust and real/authentic material, a preliminary prototype is built, and its tentative functionality demonstrated. The contestants will be mostly aided by engineers and subject matter experts at this stage. This stage ends with the Engineering episode, where the jury members eliminate two contestants, leaving 8 contestants to proceed to the next stage.

C. Prototype stage (+/-6 weeks): At this stage a prototype for the definitive product is designed and constructed. During this phase, the contestants are closely mentored and coached by engineers, product designers and product developers. This stage ends with the Prototype episode, where, based on the design and functionality of the prototype, the jury members eliminate two contestants, leaving 6 contestants to proceed to the next stage.

D. Testing and Validation (+/-2 weeks) Supported by their mentors and coaches, the contestants must demonstrate the validity of their products and test their full functionality. Based on the product's testing and validation of optimum function, jury members will eliminate two contestants, during the episode, leaving only four contestants to proceed to the finals.

### Final Episode "Finale"

This is a live event organised about one week after the Testing stage. The four finalists are 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 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.

In the academic year 2023/2024 the Euro-Mediterranean University (EMUNI) has launched Season 2 of the EMIC and continues to aim to nurture innovation and creativity among 18–35-year-olds.

The EMIC programme will be implemented in the period from November 2023 to May 2024. The deadline for was 26 November 2023 and was followed by screening of applications, online pitch by candidates who pass the first phase, then shortlisting of candidates to proceed top the camp (workshop).

The workshop is expected to run from mid-February to mid-May 2024, where the candidates will be hosted in one of three facilities (EMUNI or JSI, in Slovenia or UEMF, Morocco).

The Finale will be conducted in the period from 20-24 May 2024.

### 3. RESEARCH, DEVELOPMENT AND PROJECTS

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## 3.1 Project activities

### Erasmus+ programmes

In June 2023, the 1st Erasmus+ International Week from 5 to 9 June 2023, took place at the Euro-Mediterranean University (EMUNI) – <https://emuni.si/13161-2/>.

Organised by the EMUNI Erasmus team, there was a combination of activities on the menu, including: a presentation of EMUNI University and its partner institutions, a short course in the Slovene language and its culture, a treasure hunt in Piran, workshops on the EU and Erasmus+ projects, a special workshop dedicated to 'united in diversity,' as well as 'Piran through my smartphone lenses,' a joint activity with the EMUNI Summer School. The 40 participants in total focused on key Erasmus priorities, including digitalisation, green Erasmus, inclusivity, internationalisation – and of course, having fun.

In October 2023 EMUNI celebrated Erasmus Days by organising a series of online stories and testimonials from Erasmus participants, both students and professors, about their experiences with the Erasmus+ programme. The posts were shared on EMUNI's social media and shared by the Slovenian National Agency for Sponsored Programmes.

To disseminate the project activities, we organised several round tables on mobility experiences, attended by past participants and new students, each event was attended by 10 people.

### **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. The project finished in June 2023. 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.

In the final project year 2023, EMUNI organised two important meetings: Final conference in Cairo, Egypt, and the last meeting of partners in Piran, Slovenia.

To complete the project in the best possible way, we asked the European Commission for an extension of 6 months. The deliverables were all completed, and the final report was submitted to the European Commission. We are currently awaiting their feedback. More information about the project is available: <https://emuni.si/projects/med2iah/>.

## **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 KA107E**

In 2023 EMUNI implemented and successfully concluded two Erasmus+ mobility projects. KA107 wrapped up in July 2023, KA131 finished in October 2023. Between both projects, we successfully implemented 23 outgoing and incoming mobilities in 2023.

For both KA131 and KA107 final reports were submitted, for the latter we already received positive evaluation. For KA131 we are still waiting for the final project evaluation.

In 2023, 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 2023, four EMUNI students successfully conducted 3-month traineeships mobilities, one in Belgium, one in Austria, two in Italy. There was one incoming student mobility for 3-month traineeship as well from Spain.

EMUNI staff has implemented five staff mobilities between programme countries, one training mobility in Croatia and the remaining four in Italy, two of them were for training and two for teaching.

In 2023, EMUNI staff have participated in numerous mobilities between programme and partner countries, namely as:

- Three outgoing staff mobility for training and teaching in Egypt,
- Four outgoing staff mobilities for training in Lebanon,
- Two outgoing staff mobilities for training and teaching in Morocco.
- One outgoing staff teaching mobility to Algeria.

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/>.

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

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 Prof. Mounir Ghribi, who is also the Director of the International Cooperation and Research Promotion ICPT at 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)**

The MORHEL project (Moroccan Higher Institution Leadership) addresses the need for development for university leaders in Morocco through the creation and implementation of a National Leadership

Development Centre (NLDC) and an associated certificated national leadership development programme (NLDP). When creating the NLDC and its NLDP, it will create the constitution and operating procedures for the centre; structures and materials to support the programme; and identify and equip dedicated facilities where the development activities will take place. Learning will take place through networking meetings, lectures from visiting speakers, action learning sets, and promote immediate improvements through national change projects. The project will develop and execute staff training workshops for Moroccan university staff responsible for establishing the new centre and implementing the programme. During the life of the project, 132 Moroccan HE leaders and managers will engage with the NLDC and benefit from the NLDP with a demonstrable impact on their capacity to operate the governance, strategic plans, and management of HEIs. In the 5 years following the project, it is expected that additional leaders will benefit from taking the NLDP and that at least 10 additional Moroccan HEIs will have adopted it for leadership development. All HEIs in Morocco will engage with the NLDC for leadership development through activities including a leadership conference. Together these actions will enhance the capacity for reform nationally.

The project has 3 EU partners, 1 Government Partner (Ministry of HESRI) and 11 Moroccan HEI partners, an Advisory Group and External Evaluator. The project will be managed through 3 overlapping groups (each with specific responsibilities) in addition to the External Evaluator and the Advisory Board. EMUNI contributes as an EU partner and in September organized and hosted the first study visit.

MORHEL will try to address the issue of leadership in Moroccan universities from different perspectives and take as an example the role of European universities involved in the project.

The main objectives of this project are the following: - To create a national leadership development centre (NLDC) for higher education and an associated certificate program, focused on governance, strategic planning and appropriate management of the Moroccan universities involved (WP2.1) - To create an infrastructure to host and maintain the national leadership development centre and its associated program (WP2. 1) - Implement a new Leadership Development Centre and associated training program for Moroccan universities (WP2.2 & WP2.3) - Train Moroccan universities' staff in the national leadership development centre are the certified program (WP2.2 & WP2.3) - Disseminate internationally the new leadership development centre, the associated program and the results achieved after its implementation in Moroccan higher education institutions (WP3).

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

January 2023 marked the start of the exciting new Horizon Europe project ´Change Hubs for Ecosystem Social Solutions´ (CHESS), for which EMUNI 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).

It is now widely accepted in Europe that we need new approaches if we are to tackle the systemic and urgent societal challenges. Addressing traditional technological or business innovation alone is not sufficient. 'Social' must be part of the bigger innovation picture. The CHES project will tackle challenges it has identified head-on by ultimately designing, implementing, and testing a Social Innovation in Action Manual in four locally specific contexts: Greece, Italy, Lithuania, and Slovenia. EMUNI's chosen theme is Sustainable Blue Economy.

This two-year project kicked off in mid-February at the EMUNI premises, Piran, Slovenia. In September, EMUNI held the first of three workshops (two in 2024) on Freshwater Consumption, specifically focused on Piran, for which a few local and regional stakeholders were invited. The end of 2023 marks the midway point of the Project.

## **3.2 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 have successfully applied for a subsidy of the Slovenian Research Agency and continue efforts to motivate the Editorial Board to support the manuscripts on their way to quality publications.

### **Annual conference**

The EMUNI Annual Conference 2023 under the title "New Models for Sustainable Universities: Adapting to Change" was held from 8-9 June in Piran, Slovenia, alongside EMUNI's 15th Anniversary celebrations.

The Annual Conference featured a video message from Maria Cristina Russo, Director of Global Approach and International Cooperation, European Commission, DG R&I. Maurizio Fermeglia, Professor, and former Rector of University of Trieste made a presentation setting the scene for the ensuing discussions. He presented the challenges facing universities of the 21st century and the dynamic changes in the job market, and how universities could overcome the challenges and adapt

to these changes. Panellists and audience members debated the issues presented by the following panels: Panel 1: Innovative Models for Sustainable Universities – Building Beyond the Curriculum, moderated by the Director of CoE-SUBE, Mounir Ghribi; Panel 2: Structural Changes and Reforms in Higher Education – Objectives, Measures and Methods, moderated by the Head of Academic Affairs at EMUNI, Jaka Vadnjal; Panel 3: Evolution of the Classroom – From Chalk and Talk to the Learning Space of Tomorrow, moderated by EMUNI Academic Affairs Coordinator, Karen Gladović. Mounir Ghribi and the EMUNI President then closed the Conference with recommendations and observations on the necessity to work together in the long-term to address the challenges faced by universities, how to keep university degrees relevant while incorporating AI where appropriate and finally, to innovate the university structure itself. Evolution rather than revolution is the key.

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 2023 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 planned number. This is largely attributed to the lack of funds available to properly market the programme among the target candidates. 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). Additionally, a stable source of funding to cover (partly or fully) the tuition fees would drastically increase the demand for EMUNI's programmes among potential students.

In line with **objective number 2**, EMUNI staff has organised several extra-curricular activities for students in 2023, promoting its programmes among partner institution's students and other public. EMUNI additionally organised six internships for students in the academic year 2022/23 in Germany, Austria, Belgium, Italy (2) and Algeria. New partnership agreements with partner's institutions were signed and we consider the implementation of student's international internships as very important and successful.

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 2022/23, 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 2022/2023, 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 2023 (6<sup>th</sup>) edition of the Summer School on Sustainable Blue Economy titled “Innovative and transformative capacity building for sustainable blue economy in the Mediterranean” took place as follows:

24-26 May: online sessions

5-9 June: Face-to-face sessions in Piran (Slovenia) and Trieste (Italy)

Specific objectives of the summer school were:

- Identify relevant blue skills that are needed in the labour market for the development of sustainability in blue economy sectors in the Mediterranean region.
- Reskill and upskill the identified professional competences relevant for the development of sustainability in marine and maritime sectors and ocean governance in the Mediterranean region.
- Provide the necessary skill set for blue economy experts, considering the challenges and the opportunities of the twin green and digital transition for the sustainable blue economy.
- Equip young talents with soft and transversal skills through capacity-building activities.

Participants from the training of trainers (ToT), activity of the Jean Monnet Centre of Excellence in Sustainable Blue Economy, which is funded by the EU, took part in the summer school, in order to maximise the benefit of both activities. A field trip to Laguna di Grado Marano took place as part of the programme. For the summer school we had 30 participants from Hungary, Bulgaria, Greece, Albania, Croatia, Romania, Algeria, Egypt, Spain, France, Italy, Portugal, Tunisia, Libya, Morocco, and Palestine; and a total of 24 speakers for both online and in-person sessions. The summer school was officially endorsed by the United Nations Decade of Ocean Science for Sustainable Development. The summer school was organized in cooperation and partnership with the National Institute of Oceanography and Applied Geophysics (OGS), Trieste-Italy. 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 2024, EMUNI will strive to implement the following actions along its educational activities:

- **Increase the number of incoming studies 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**.
- Maintain the positive incentives with students to **finalise their dissertation**.

- **Continue establishing more cooperation with South and North Mediterranean institutions for students' internships**, which are an obligatory part of the IBC programme curriculum.
- **Increase the number of incoming and outgoing teaching mobilities.**
- **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 and trainings before** the beginning of the activities.
- **Reach gender equality** in the summer school and training (most of the trainees are women).
- 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, 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 2023 EMUNI published Volume 16 (1) and Volume 16 (2) (2 issues) of IJEMS which is accomplished according to the plan. 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 10 applications for cooperation and research projects in 2023 (1 application for the Erasmus+ mobility KA171, 1 application for the ERASMUS-EDU-2024-EUR-UNIV, 3 Interreg applications, 1 application for the Central European Initiative - Knowledge Exchange Program, 2 applications for ERASMUS+ CBHE as coordinator and partner, 2 applications for ERASMUS MUNDUS. We do not have a target regarding project applications but evaluate the results as satisfactory with room for improvement in terms of awarded projects. We are still waiting for the final decisions regarding the applications.

In accordance with **objective number 7** within the activity “Capacity Building of South Med Institutions’ international cooperation & project management offices”, EMUNI organised two meetings with MED2laH project partners and was part of 6 organised meetings for MORHEL project. Within the framework of Erasmus days, EMUNI successfully organised several online events with 20 participants.

### **Guidelines for action**

- Ideally, the number of staff and FTEs 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.
- Implement a systematic approach to identify and prioritize potential project opportunities by conducting regular brainstorming sessions involving staff from various departments and disciplines within EMUNI. This will help in generating a diverse range of project proposals and tapping into the institution's untapped potential.
- Strengthen the collaboration between EMUNI and external partners to broaden the scope of potential projects and funding sources. This could involve establishing formal partnership agreements and actively participating in relevant networks and consortia. 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 the capacity-building efforts within EMUNI by providing training and professional development opportunities for staff members, particularly in areas such as project management, grant writing, and research proposal development. This will empower staff to take on more active roles in generating and managing projects effectively.
- Establish a dedicated project management office within EMUNI to streamline project coordination, monitoring, and reporting processes. This office could serve as a centralized hub for project-related activities, providing support and guidance to project teams throughout the project lifecycle.
- Foster a culture of innovation and collaboration within EMUNI by encouraging cross-departmental and interdisciplinary teamwork on projects. This could involve organizing regular interdisciplinary workshops and seminars to facilitate knowledge sharing and idea exchange among staff members.
- Explore alternative funding models such as public-private partnerships, crowdfunding, and philanthropic donations to diversify EMUNI's funding sources and reduce reliance on traditional grant funding.

- Invest in technology and infrastructure upgrades to enhance EMUNI's research capabilities and facilitate collaboration and communication among staff members and external partners. This could include upgrading IT systems, implementing project management software, and creating virtual collaboration platforms.

## 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 2023. Out of 10 employees, 7 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 highly evaluated the importance of given opportunities to professionally grow and develop their skills and what is expected from them at workplace.

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

In line with **objective number 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 2023, 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 IKA webinar for analytical managing of a data
5. Project proposal preparation workshop led by the EMUNI President.

### **Guidelines for action**

Supervisor will, with the support of HR Department, assess employees quarterly to receive mutual feedback.

Cooperation between different organizational units will be strengthened with regular meetings, where employees will be able to share their key priorities for the upcoming 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.

### **Financing**

In line with **objective number 9**, the annual fee for EMUNI Inner Circle Members raised from the amount of EUR 1.200,00 to EUR 1.500,00. 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 2023, but in fact 19 members joined it with the payment of the annual Membership fee in the amount of 1.500,00 euros.

Taking into consideration the impact POST-COVID-19 and the general political situation is having on the global economy, it can be concluded that EMUNI positively maintained its incoming resources (MHESI, 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 2023, the number of GA institutions cooperating with EMUNI in projects (Fishaqua, Med2lah, Involve, MORHEL, CHESS, Erasmus Mobility) was 17 (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, Hassan 1er University, University of Granada, Ibn Tofail 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 2023 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 4 Quality Education, 14 (Life below water), and 17 Partnership for the goals, through research activities of EMUNI (particularly project CoE-SUBE) and stakeholder engagement activities. 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 Government Institutions), EMUNI management had organised meetings with different Slovenian ministries and services.

Representing the Republic of Slovenia, Her Excellency Ms. Tanja Fajon, Deputy Prime Minister and Minister for Foreign and European Affairs, and His Excellency Prof. Igor Papič, Minister of Higher Education, Science, and Innovation, along with the Deputy Secretary General of the Union of the Mediterranean (UfM), Álvaro Albaladejo, were welcomed by the Euro-Mediterranean University (EMUNI) on Tuesday 7 November 2023. They were received by the President of EMUNI, Prof. Dr. Abdelhamid El-Zoheiry and esteemed Management Board Member and Deputy Chairperson, Ambassador Hatem Atallah. The renewed pledge of commitment, and political and financial support on the part of the Slovenian government comes during EMUNI's 15th Anniversary year, marked by its successful Annual Conference this summer on New Models for Sustainable Universities. The government of Slovenia will strengthen financial support for EMUNI's further development in the period 2024-2029, which includes the diversification of its educational programme in the next academic year, and the drive to build stronger partnerships with institutions within its network to contribute to the renewed Euro-Mediterranean cooperation on higher education.

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. EMUNI recognises its need to focus on building up its audience on the X platform, during 2024. Followers and partner organisations do retweet, but this trend needs to increase. It is foreseen that to gain new followers and more interaction on posts, EMUNI will need to tweet in real time more regularly during events, and perhaps have a more 'personalised' style of tweeting from the President. Instagram also requires more attention with one strategy being to improve the page in 2024 by posting more creative photos and to engage students through video and interactive images, as well as reels.

## 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 2023.

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

The basic objectives of the Annual Work Programme 2023 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 which was abandoned at some later stage due to the poor interest of participating partners and was never sent for accreditation. On 21 October 2021, NAKVIS granted accreditation to the study programme Kinesiology of human performance for an indefinite period.

In addition, EMUNI managed to graduate 8 IBC Master students in 2023, which represents the largest number of graduations in this programme since its inception.

EMUNI was very efficient in 2023 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 2023, commended the EMUNI management and staff for the number and quality of activities implemented in 2023, 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 23 outgoing and incoming mobilities.

### 5.3 Assessment of business efficiency and effectiveness

The total inflows, by cash flow method, in the year 2023 reached the amount of EUR 761.671, 04. Compared 1.025.101,83 EUR of inflows in 2022, it decreased approximately in 2023 25% and the 2023 result increased approximately 7% compared to the year 2021.

EMUNI successfully continues to diversify inflow sources. The largest part of them is still coming from EU projects followed by MHESI and other sources. This is one of the improvements of the university, to not depend on MHESI 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 realistic 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 2023 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.**

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 the chair 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 2023, the key challenge was to continue responding to the multi-layered and prolonged repercussions of economic, health and political crises, 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 Annual Conference 2023 under the title "New Models for Sustainable Universities: Adapting to Change", presents tangible contributions in this respect, and was organised jointly by the Euro-Mediterranean University (EMUNI) and the Union for the Mediterranean (UfM), and was held from 8-9 June in Piran, Slovenia.

Following EMUNI's 15th Anniversary celebrations on the first day, the Annual Conference took place on the second day and was organised to contribute to efforts for regional cooperation in the Euro-Mediterranean region, aimed at promoting intercultural dialogue, mutual understanding, and cooperation between the two shores of the Mediterranean. The conference featured three panel discussions and much debate regarding the global (and coordinated) effort required to craft a multitude of new models for Sustainable Universities. The topics were as follows:

Panel 1: Innovative Models for Sustainable Universities – Building Beyond the Curriculum, moderated by the Director of CoE-SUBE, Mounir Ghribi.

Panel 2: Structural Changes and Reforms in Higher Education – Objectives, Measures and Methods, moderated by the Head of Academic Affairs at EMUNI, Jaka Vadnjal.

Panel 3: Evolution of the Classroom – From Chalk and Talk to the Learning Space of Tomorrow, moderated by EMUNI Academic Affairs Coordinator, Karen Gladović.

The conference closed with recommendations and observations on the necessity to work together in the long-term to address the challenges faced by universities, how to keep university degrees relevant while incorporating AI where appropriate and finally, to innovate the university structure itself. Evolution rather than revolution is the key.

In 2023, EMUNI has continued to pay attention to the priority areas, as outlined by the MB and determined by the President of the University, who defined sustainable development, entrepreneurship, innovation, and management of higher education as priority areas. These topics are integrated into the context of EMUNI study programmes, summer schools, research activities, collaboration projects, participation at events and staff mobility. Within all these activities, attention is paid to the horizontal aspect of fostering Euro-Mediterranean intercultural dialogue. EMUNI already serves as a centre for the creation of inter-institutional synergies/cooperation, networks, exchange of students and projects in the Euro-Mediterranean region. With the personnel mobility programme the process of intercultural exchange is getting positive impacts on both sides, host, and guest institutions. Additionally, EMUNI's international Management Board constitutes a venue for co-creation high level regional dialogue.

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

OB 1	Enhancing EMUNI's communication and outreach with the network members, partners, and other stakeholders		Accomplishment in 2023
	<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	Accomplished mid-2023
	<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 Nov 2023 Facebook: 4800-page likes / 4900 followers, Twitter: 860 followers, Instagram 564 followers, LinkedIn: 1369 followers

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

OB 2	Promoting EMUNI educational programmes among target groups		Accomplishment in 2023						
<b>Activity</b>	Marketing campaign		Accomplished, EMUNI IBC students from new intake reported a source of promotion from external web-pages. 1 Agreement reached with education opportunities aggregator website						
	<b>KPI</b>	Agreements with agencies / Promotion on Educational Websites  Baseline: 0 (2018) <table border="1" data-bbox="792 555 1420 667"> <tr> <td>Target:</td> <td>1 Agency agreement, 2 Websites (2020)</td> </tr> </table>		Target:	1 Agency agreement, 2 Websites (2020)				
Target:	1 Agency agreement, 2 Websites (2020)								
<b>Activity</b>	Active participation in Mediterranean universities education fairs and events		Accomplished 2020: 20% increase 2021: not accomplished due to limitations to travel posed by pandemic 2022: not accomplished 2023: not accomplished						
	<b>KPI</b>	Annual increase of 10% of students enrolled who were approached during these events							
<b>Activity</b>	Online marketing & outreach activities		Accomplished 2020: 22 IBC applications Total: 39 applications  Not Accomplished 2021: 7 IBC applicants 10 MPA applicants Total: 17 applications						
	<b>KPI</b>	Total number of student applications received per year  Baseline: 3 (2017) 6 (2018) <table border="1" data-bbox="792 1078 1420 1281"> <tr> <td>Target:</td> <td>9 (2019)</td> </tr> <tr> <td></td> <td>15 (2020)</td> </tr> <tr> <td></td> <td>50 (2021)</td> </tr> <tr> <td></td> <td>100 (2022)</td> </tr> </table>		Target:	9 (2019)		15 (2020)		50 (2021)
Target:	9 (2019)								
	15 (2020)								
	50 (2021)								
	100 (2022)								

				<p>2022: 6 IBC applicants 1 KHP applicant 24 Summer School applicants 156 EMIC applicants Total: 7 applications</p> <p>2023: 11 IBC applicants 1 KHP applicant 265 Summer School on Blue Econom 23 Applicants for Intercultural Summ Hub 121 EMIC applicants</p>
	<b>KPI</b>	Organising online webinars and workshops for students.		Accomplished (3 workshops in 2020)
		Baseline: 0 (2018)	Target: 2 (2019) 3 (2020) 4 (2021) 4 (2022)	<p>Accomplished (4 webinars, 2 roundtables in 2021)</p> <p>Accomplished (4 webinars, 3 roundtables in 2022)</p> <p>2023: One-month long workshop organised at EMUNI for IBC students + one3-days field visit to Venice and Padua</p>
	<b>KPI</b>	Number of social media followers increased by 20% for each year		Accomplished
	<b>Activity</b>	Enhancing practical (field) experience through: Strategic partnerships with the enterprise, offering internships & practical field visits.		
	<b>KPI</b>	Number of visited private/business sector institutions (field visits)		

		Baseline: 15 (by 2018)	Target: + 3 (2019) + 4 (2020) + 5 (2021)	Partially accomplished, in 2019 two addition, in 2020 one in addition (difficult to implement field visits and internships due to pandemic)  2021: not accomplished due to a lockdown during F2F period
	<b>KPI</b>	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 6 (2023) accomplished

Table 3: Objective 3 (Pursuing support of EMUNI by Slovenian Govt. Institutions)

<b>OB 3</b>	<b>Pursuing support of EMUNI by Slovenian Govt. Institutions</b>			<b>Objective achieved in 2022</b>
	<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...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		Accomplished: 3 in 2020 - 2x representative of MFA - 1x Minister of MESS)  Accomplished: 4 in 2021

				<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> <p>Accomplished: 1 in 2023</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 discussion)</li> </ul> <p>2020:</p> <ul style="list-style-type: none"> <li>- Slovenian MESS representative in EMUNI Management Board, regular meetings.</li> </ul> <p>2021:</p> <ul style="list-style-type: none"> <li>- EMUNI Annual conference</li> <li>- Slovenian MESS representative in EMUNI Management Board,</li> </ul>

				regular meetings.
<b>Activity</b>	Periodic meetings with EU Ambassadors in Slovenia and Slovenian Ambassadors to Euro-Med countries			
	<b>KPI</b>	No. of organised meetings		<p>In 2019: Meeting with Ambassadors of the Republic of Albania, French Republic, and the Republic of Turkey</p> <p>In 2020: None because of Covid</p> <p>In 2021: None because of Covid</p> <p>In 2022: Meeting with Deputy Prime Minister and Minister of Foreign Affairs of the Republic of Slovenia and Portuguese Minister of Foreign Affairs</p> <p>In 2023: Meeting with Deputy Prime Minister and Minister for Foreign and European Affairs, and Minister of Higher Education, Science and Innovation</p>
<b>Activity</b>	Strengthening cross-border cooperation with neighbouring Italian universities and institutions (like Trieste, Udine)			
	<b>KPI</b>	No. of organised meetings		<p>2019:</p> <ul style="list-style-type: none"> <li>- Summer School Blue Growth</li> <li>- Guest lecture at Science-Diplomacy module in Master of Science Communication, MEDHUB</li> <li>- Conference at OGS</li> </ul>

				<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 now the seat of the Italian community</li> <li>- Participation at the event "Interview with the writer Marco Mancassola" and the screening of the movie "The Sicilian ghost story",</li> </ul>
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			<p>both organised by the Department of Italian language of the Faculty of humanities (University of Primorska) and the Italian Consulate in Koper.</p> <p>2023:</p> <ul style="list-style-type: none"> <li>- Summer school and training of trainers in sustainable blue economy organised by the Centre of Excellence on Sustainable Blue Economy CoE-SUBE and the OGS.</li> <li>- Erasmus+ Mobility to University of Napoli Orientale</li> <li>- Organised 3-days field visit for students to Padua and Italy with the cooperation of University of Padua</li> <li>- Two training Mobilities for staff to Padua University</li> <li>- Erasmus+mobility internship for student in International Centre for Genetic Engineering and Biotechnology (ICGEB), Trieste, Italy</li> <li>- Erasmus+ Mobility internship for student in The National Institute of Oceanography and Applied Geophysics (OGS), Trieste, Italy</li> </ul>
<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 2023: 3
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Table 4: Objective 4 (Developing Quality Educational Programmes)

OB 4	Developing Quality Educational Programmes		Objective achieved in 2023
	<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)	
	<b>KPI</b>	Development of a new overarching Master programme by 2021	Accomplished (MBA)
	<b>Activity</b>	Developing an innovative & interactive online e-learning platform	
	<b>KPI</b>	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
	Developing relevant educational programmes & activities serving Euro-Med region's challenges		

	Activity	KPI	Number of programmes		2 accredited Master degree study programmes,
			Baseline: 2 (Academic year 2018/2019)	Target: 5 (Academic year 2023/2024)	Euro-Mediterranean Innovation Camp, Summer School and Training of Trainers on the Blue Economy
		KPI	At least 1 joint study programmes and 4 academic activities with partner institutions from Euro-Med Region by 2023/2024		1 Master degree programme notified by the University of Urbino, Italy  Summer School co-organised with OGS, Trieste, Italy

**Commented [1]:** @karen.gladovic@emuni.si je v redu tako?  
\_Assigned to karen.gladovic@emuni.si\_

**Commented [2R1]:** I think yes, nothing changed.

**Commented [3]:** @karen.gladovic@emuni.si @diana.rico@emuni.si shall we mention any other programmes? What about master's with Trieste, is it too early to mention?  
\_Assigned to karen.gladovic@emuni.si\_

**Commented [4R3]:** I think this year for the master in BE EMUNI is "contributing", but not co-organizing. Co-organization will be in the future. In that sense it is better that you confirm it with Hamid.

**Commented [5R3]:** I have nothing to add yet, since this is a report for the previous year and all my activities are targeting future year.

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 2023
	<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>	Number of submitted programmes for accreditation (by 2021) and no. of accredited programmes by 2023/2024	Accomplished; by the end of 2020 two programmes submitted for accreditation and one to the notification to NAKVIS
	<b>Activity</b>	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	
	<b>Activity</b>	Pursuing accreditation of EMUNI programmes through other EU agencies	
	<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	N/A
	<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-Akawayn 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 2023: 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 2023
	<b>Activity</b>	Developing and implementing measures whereby EMUNI is more successful in identifying/addressing relevant CFPs, forging appropriate partnerships and consortia & receiving projects funds	
	<b>KPI</b>	Number of proposals submitted in line with EMUNI's objectives and educational activities	Not accomplished,
		Baseline: 13 (2018)	Target: 15 (2019) 15 (2020) 15 (2021) 15 (2022)
			2020: 21 2021: 12 Accomplished: 2022: 17
	<b>KPI</b>	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		<b>N/A</b>
		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 Med21ah project.  Accomplished, AdapTm Final conference, MED21aH Study visit
<b>Activity</b>	Developing EMUNI satellites within some IC premises			
	<b>KPI</b>	Signing agreements to establish these satellites		<b>N/A</b>
		Baseline: 0 (2018)	Target: 2 by 2024	

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

OB 8	Rectifying EMUNI's status as an International Organisation		Objective achieved in 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
	<b>Activity</b>	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			
<b>KPI</b>	Increase amount of annual budget (by cash flow)		2019: accomplished 2020: Not accomplished, as described in SE report
	Baseline: 589.904,21€ (2018)	Target: +10% (2019) +20% (2020) +50% (2024)	
<b>KPI</b>	Decrease % of Ministry funds of total budget		N/A
	Baseline: 35,56 % (2018)	Target: 25% (2024)	
<b>KPI</b>	Increase the cost of membership fees in the year 2020 by 50%		Accomplished, from 800 eur to 1200 eur
<b>KPI</b>	Increase a number of paying IC members		Accomplished in 2019: 26 Not accomplished in 2020: 23 (higher amount of a membership fee) Not accomplished in 2021: 22 Not accomplished in 2022: 28 Not accomplished in 2023: 26
	Baseline: 23 (2018)	Target: 26 (2019), 26 (2020), 27 (2021), 30 (2022), 35 (2023)	
	Increase % of tuition fees of total budget		

	<b>KPI</b>	Baseline: 0,51% (2018)	Target: 3% of the budget (2021) 10% of the budget (2024)	N/A
	<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	

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	

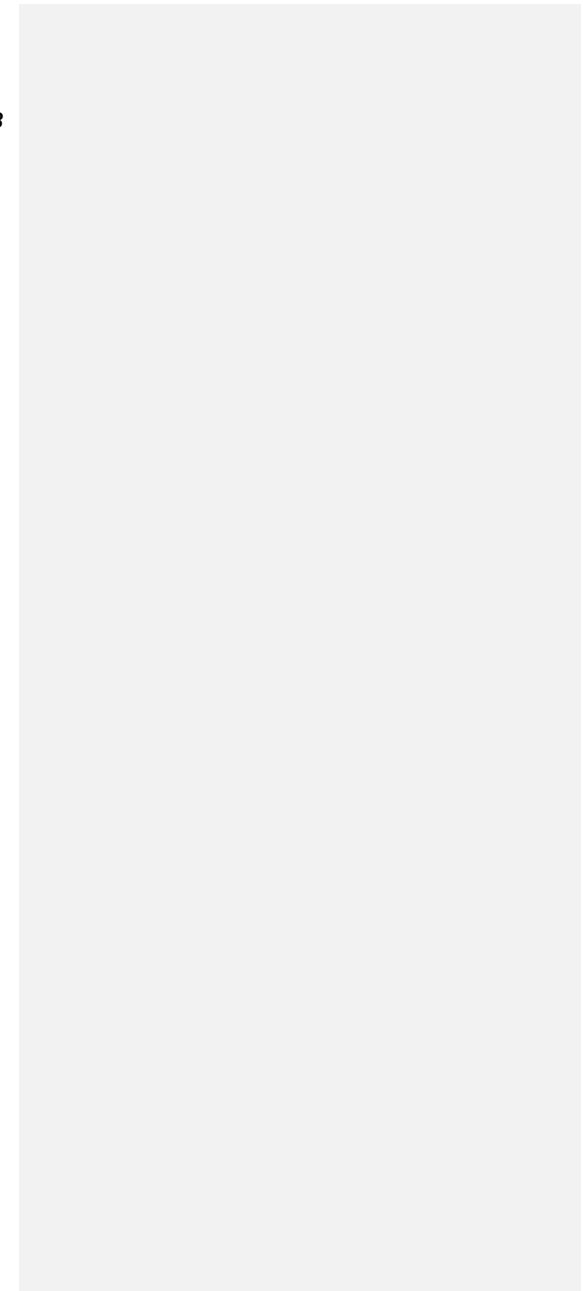


Table 13: Objective 13 (Advancing and promoting sustainable development in the Euro-Mediterranean

OB 13	Advancing and promoting sustainable development in the Euro-Mediterranean			Objective achieved in 2022
	<b>Activity</b>	Promoting SDGs in activities		
	<b>KPI</b>	Number of SDGs to which EMUNI is contributing  Baseline: 3 - SDGs 4,5,14 (2018)  2023 - SDGs 4, 14, and 17	Target:  4 (2020) - SDGs 4, 5, 12, 14  6 (2024)	Accomplished, through research activities  Accomplished through research, capacity building, stakeholder engagement and partnership
	<b>Activity</b>	Project to transform governance at higher education institutions towards SDGs		
	<b>KPI</b>	Number of projects on the topic of SDG governance  Baseline: 0 (2018)	Target:  1 (by 2020)  2 (by 2024)	Accomplished:  INVOLVE project



*Annex I of the EMUNI Self-evaluation report for the year 2023*



## 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, 65/17, 175/20 – ZIUOPDVE, 57/21 – dec. CC, 54/22 – ZUPŠ-1, 100/22 – ZSZUN and 102/23),
- Act on Scientific Research and Innovation Activity (Official Gazette of the Republic of Slovenia, No. 186/21 and 40/23),
- Resolution on the national program of higher education until 2030 (Official Gazette of the Republic of Slovenia, No. 49/22),
- Act on Professional, Scientific and Artistic Titles (Official Gazette of the Republic of Slovenia, No. 100/22 and 16/23),
- Regulation on public financing of higher education institutions and other institutions (Official Gazette of the Republic of Slovenia, no. 35/17, 24/19, 65/22 and 61/23),
- Regulations on tuition fees and other contributions in higher education (Official Gazette of the Republic of Slovenia, No. 157/22)
- Regulations on the annex to the diploma (Official Gazette of the Republic of Slovenia, no. 56/07, 39/12, 38/16, 68/20, 2/23 and 74/23),
- Rules on the call for admission and implementation of enrollment in higher education (Official Gazette of the Republic of Slovenia, no. 6/22 and 4/23),
- Rules on tuition fees and living in public student dormitories for Slovenes without Slovene citizenship and foreigners in the Republic of Slovenia (Official Gazette of the Republic of Slovenia, no. 77/16, 25/19 and 56/22).

**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.