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الأورومتوسطية الجامعة

EURO-MEDITERRANEAN UNIVERSITY (EMUNI)

Self-Evaluation Report 2024

Prepared by:

Prof. Dr. Jaka Vadjal, Prof. Dr. Roberto Biloslavo, Dr. Mounir Ghribi, Karen Gladović, Lina Kaldana, Tatjana Trebec, Polona Oblak, Daša Zvonar, Diana Rico, Emna Jbara

Responsible person for the report:

Prof. Dr. Rado Bohinc, President of the EMUNI University

Discussed by:

EMUNI Quality Assurance Commission and EMUNI Senate

Adopted by:

EMUNI Senate at its 52nd session on 28 April 2025

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Ne najdem nobenega vnosa v kazalo vsebine.

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1 ORGANISATIONAL CONTENT

1.1 Introduction

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

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

1.2 EMUNI Development Strategy 2024-2029

Vision

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

Mission

Established as an of international association of universities, 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 and dynamic network of diverse Euro-Med HE and research institutions,

An Inclusive platform for inter-cultural dialogue and science diplomacy in the Euro-Med region.

Institutional Goals

The EMUNI Strategy for 2024–2029 focuses on six key priorities, including the development of quality educational programmes, based upon basic and applied research in related fields, strengthening the EMUNI network, fundraising, communication and promotion, enhancing project acquisition capacity, and promoting EMUNI's role as a platform for intercultural dialogue and science diplomacy.

1. **Development of Quality Educational Programmes and Activities:** EMUNI aims to expand its offerings with new Master's, PhD, and professional training programmes, including an interactive online learning platform and partnerships for dual and joint degrees.
2. **Strengthening the EMUNI Network with full members:** The network will support collaborative research and educational projects, create scientific and innovation communities, and build institutional cooperation, especially with Southern Mediterranean countries.
3. **Fundraising:** The goal is to increase EMUNI's annual budget, establish a scholarship fund for students from the Southern Mediterranean, and attract a higher number of students and paying members.
4. **Communication and Promotion:** EMUNI will develop and implement a communication and marketing strategy to enhance its visibility in both social and traditional media, aiming to increase student demand and foster collaboration with other stakeholders.
5. **Enhancing Research Project Acquisition Capacity:** This involves improving staff skills in project proposal writing and attending partnership-building events regularly.
6. **Promoting Intercultural Dialogue and Science Diplomacy:** EMUNI plans to organise annual conferences and other events to foster dialogue and cooperation in science and technological innovation between the EU and Southern Mediterranean countries.

Objectives (2024-2029)

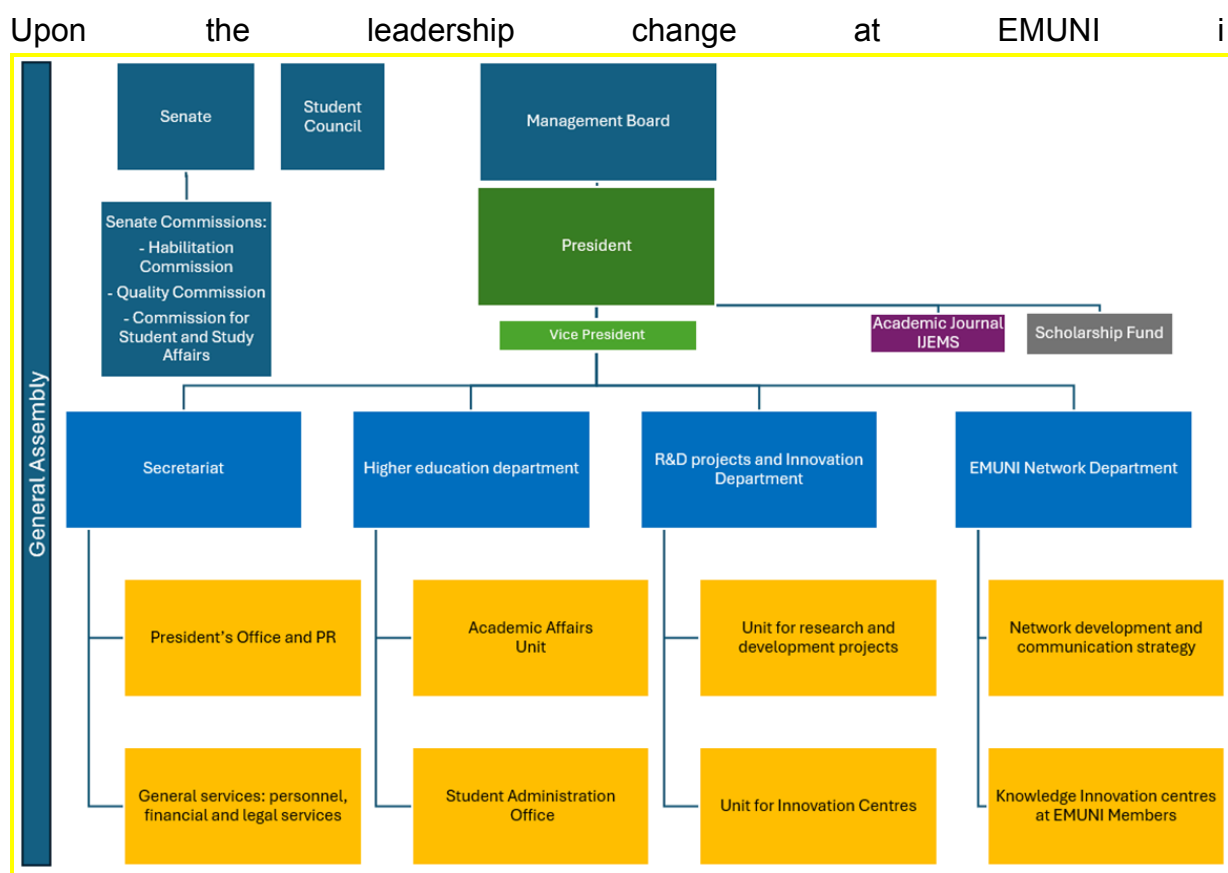
In March 2024, the EMUNI General Assembly endorsed the new strategy 2024-2029. These goals and objectives are designed to guide EMUNI's strategic direction, enhance its impact, and ensure its sustainability over the next five years.

1. **Enhancing Communication:** Improve communication and outreach with network members, partners, and stakeholders.
2. **Quality Educational Programmes:** Develop high-quality educational programmes and activities.
3. **Fundraising Initiatives:** Implement effective fundraising strategies.
4. **Promoting Educational Programmes:** Increase awareness and promotion of EMUNI's educational offerings among target groups.
5. **EMUNI Status:** Propose the establishment of EMUNI's status as an international organization. **Strengthening Partnerships:** Reinforce connections with the EMUNI network.

6. **Rectifying Status:** Clarify and rectify EMUNI's status as an international organisation.
7. **Intercultural Dialogue:** Foster EMUNI's role as a platform for intercultural dialogue and science diplomacy.
8. **Improving Working Environment:** Enhance the working environment to foster staff ownership and attract qualified international staff.
9. **Promoting Sustainable Development:** Advance sustainable development initiatives in the Euro-Mediterranean region.

1.3 Organisational structure of EMUNI

Figure 1: EMUNI Organigram



In April 2024, the institution underwent a reorganisation. EMUNI's operations are now divided into four key departments:

- Secretariat,
- Department of Higher Education,

- Department for Research, Development Projects, and Innovation,
- Department for the EMUNI Network.

In addition to departments, we have two specialized units: the unit for the academic journal IJEMS and the unit scholarship fund.

1.4 EMUNI Network Department

Our mission is to promote scientific diplomacy in the Euro-Mediterranean region by fostering collaboration between universities and research institutions. Through joint research and intercultural dialogue, we address common challenges such as climate change and social inequality. By aligning educational policies and supporting sustainable development, EMUNI strives to strengthen higher education cooperation in the Mediterranean and to enhance regional partnerships for peace and stability.

1.4.1 EMUNI Network Partners

EMUNI's institutional members comprise a diverse mix of universities, research centres, and other educational organizations. This diversity enriches the network, bringing varied perspectives and expertise to collaborative projects in education, research, and regional development.

The diversity of membership also stems from the various legal acts that have been signed by EMUNI's partners from its establishment to the present day.

As of 2024, the EMUNI network consists of 179 partners:

- 4 Founding Signatories of Memorandum
- 32 Subsequent Signatories of Charter
- 97 Letters of Intent for Cooperation
- 96 Partners of Consortium/Network (Members of EMUNI, Memorandum of Understanding, Letters of Intent for Cooperation, and Special Agreements)

Note: Several institutions have signed multiple types of agreements.

Regional Distribution of Partners:

- South Mediterranean (40): Algeria, Egypt, Israel, Morocco, Jordan, Palestine, Syria, Tunisia, Lebanon

- North Mediterranean (87): Albania, Bosnia and Herzegovina, Croatia, Cyprus, France, Greece, Italy, Slovenia, Spain, Portugal, North Macedonia, Turkey
- Other EU Members (35): Belgium, Bulgaria, Denmark, Finland, Germany, Hungary, Ireland, Lithuania, Luxembourg, Poland, Romania, Slovakia
- Other Countries (17): Armenia, Iraq, Kosovo, Thailand, Switzerland, Russia, UK, USA

With this year's amendments to the EMUNI Statutes, the status of full membership, associated membership, and other forms of partnership have been introduced. We are establishing clear foundational and status-based relationships, as well as governance structures, between the participants and EMUNI.

After the amended EMUNI Statute, EMUNI Full Membership:

- Voting rights and ability to nominate candidates for EMUNI Management Board and Senate.
- Enhanced prospects for project partnerships and participation in EU projects.
- Opportunity for mobility within Erasmus+ projects for students, academic, and administrative staff.
- Opportunity for faculty to publish in the International Journal of Euro-Mediterranean Studies (indexed in SCOPUS) and receive hard copies for libraries upon request.
- Increased international visibility through EMUNI's website, social media, and newsletter.
- Preferential networking opportunities.
- Advanced collaboration in educational activities, including master's programs, summer and winter schools, and other initiatives.

Only members who pay the EMUNI membership fee can be full members. The annual membership fee for full members is EUR 1,500.

EMUNI Associate Membership:

- Invitation to participate in the General Assembly without voting rights at own cost.
- Access to information on EMUNI intended projects and joint actions in higher education and research.

- Information about Erasmus exchange opportunities and EMUNI foundation support.

Other EMUNI Partners:

- Updates on initiatives in higher education, research, and innovation.
- Ability to propose student/professor exchanges and study program cooperation.
- Invitation to become Associate or Full Members through a Letter of Agreement.

1.4.2 Network expansion

To strategically strengthen and broaden the reach of the EMUNI Network, foster increased collaborative opportunities, and promote ongoing knowledge exchange across Euro-Mediterranean institutions

In 2024, EMUNI signed memoranda of cooperation with Slovenian universities and institutions, which it will continue in 2025. We are convinced that strengthening our position in the domestic environment and collaborating with local institutions is key to the development and success of new study programmes.

1.4.3 EMUNI Representations in the Southern Mediterranean, Knowledge and Innovation Centres (EKIC)

As part of our commitment to fostering innovation and knowledge exchange, EMUNI has signed agreements for the establishment of three new EMUNI Knowledge and Innovation Centres (EKICs) in Algeria, Egypt, and Tunisia. These centres will serve as hubs for collaboration, research, and development, further enhancing EMUNI's reach and impact across the Mediterranean.

According to the EMUNI Regulation on the operation of EKIC, which was adopted in the autumn of 2024, EKICs are divided into three types:

1. Lighthouse: Focused on brand promotion and recruiting at least 10 students annually.
2. Knowledge Hub: Conducting joint study programs and promotional activities.
3. Knowledge and Innovation Hub: Engaging in advanced research, joint programs, and promotional efforts.

The core activity of the EKIC will be focused on implementing the study activities of EMUNI; in addition to organising promotional activities for student recruitment, also involve assisting students in obtaining visas, as well as providing advice and

information on application procedures, study conditions, and legal entry requirements for studying in Slovenia, following the principle: from migration to student mobility.

For 2025, EMUNI plans to expand and solidify its Knowledge and Innovation Centres (EKICs) as strategic hubs for fostering academic, research, and promotional activities. EKICs will operate in partnership with institutions across the Euro-Mediterranean region, under clearly defined agreements to support EMUNI's strategic goals.

Operational Framework

- Each EKIC will be managed by an academic coordinator, partially funded by EMUNI, based on performance metrics such as student enrolments and project participation.
- Partner institutions will provide necessary infrastructure and visibility for EKIC operations, ensuring alignment with EMUNI's overall strategy.

Through these efforts, EMUNI aims to leverage EKICs as transformative platforms to enhance its academic offerings, international reputation, and impact across the Euro-Mediterranean region.

EKICs receive funding for equipping the EMUNI space once we sign the contract and confirm their work program, which includes a commitment to ensure at least 10 students enrolled in our study programs.

1.4.4 EMUNI Academic Community

In 2024, the Euro-Mediterranean University (EMUNI) established a community of academic partners, comprising higher education teachers and researchers who are already involved in EMUNI programmes or projects, or who are willing to collaborate in the future. This initiative aims to encourage collaboration and knowledge exchange among scholars, researchers, and educators across the entire Euro-Mediterranean region. The programme reflects EMUNI's commitment to supporting academic excellence through collaboration and shared expertise.

The Academic Friends community will serve as a platform for members to collaborate on joint publications, apply for international scholarships, and engage in discussions focused on addressing contemporary academic and social challenges. The initiative's goal is to establish a solid network where experts can connect, collaborate, and explore synergies in research, teaching, and project development.

EMUNI invites existing and new members to join, leveraging its extensive network of multidisciplinary professionals. The initiative aims to provide members with access to valuable resources, support their academic work, and facilitate partnerships in research and funding.

This initiative is a significant step in EMUNI's mission to strengthen academic ties and expand shared knowledge in the Euro-Mediterranean region. To date, approximately 40 members have already joined the academic community.

1.4.5 EMUNI Ambassadors

The EMUNI Ambassadors are appointed to represent the university and promote its mission of enhancing academic collaboration, intercultural dialogue, peace, and prosperity.

These rules outline the procedure for selecting and appointing these honorary titles to individuals—academics, researchers, artists, and sportsmen and women—who have demonstrated exceptional achievements in their fields. By recognizing their contributions, we aim to strengthen EMUNI's international presence and influence in the areas of scientific research, arts, sports, and higher education.

The development of the EMUNI Ambassadors programme will not only celebrate individual excellence but also reinforce our commitment to cooperation and dialogue across the region.

1.4.6 Other Network Development Activities

- Annual Conference

The 16th Annual EMUNI Conference, held on October 10-11, 2024, in Piran, Slovenia, focused on ancient hydrologic systems and water management in the Mediterranean.

Co-organized by RIPAM, OGS, and the Union for the Mediterranean, the event featured keynote speakers and discussions on water scarcity, diplomacy, and sustainability. A total of 56 institutions were represented from 12 countries and 3 continents around the Mediterranean Sea, including 35 universities (17 from the South shore and 18 from the North shore), plus 11 other public (2 from the South shore) and 10 private entities (2 from the South shore), with 150 researchers and professionals.

Attendees also visited Piran and the Sečovlje Salt Pans to explore traditional water management techniques.

- High-level panel: "Higher Education as a Bridge between the Two Shores of the Mediterranean."

Alongside the 16th Annual EMUNI Conference, the panel "Higher Education as a Bridge Between the Two Shores of the Mediterranean," moderated by Prof. Dr. Mouin Hamze, included speakers like HE Nasser Kamel, Prof. Maria Cristina Pedicchio, Prof. Alaa Abdelbary and Prof. Luigia Melillo, took place. The discussion

emphasized education's role in promoting regional collaboration and cultural exchange across the Mediterranean.

- Annual General Assembly Meeting and Management Board Meetings

The Annual General Assembly Meeting and Management Board Meetings were held in person alongside the 16th Annual EMUNI Conference. These gatherings provided an opportunity for members to discuss key developments, approve strategic plans, and review the university's progress. The alignment with the conference facilitated synergies between administrative deliberations and academic discussions, strengthening EMUNI's collaborative efforts.

- UfM Higher Education Stakeholders' Meeting in Lisbon

EMUNI President, Professor Rado Bohinc, participated in the UfM Higher Education Stakeholders' Meeting hosted by Universidade NOVA de Lisboa. The event brought together university rectors and key stakeholders to discuss benchmarking and regional cooperation to enhance higher education governance in the Euro-Mediterranean area. Professor Bohinc highlighted the importance of collaboration in driving positive change and improving governance structures.

- President Bohinc's Visit to Cyprus: Empowering Youth for Sustainable Futures

In June, President Bohinc undertook a significant visit to Cyprus, where he participated in two pivotal events highlighting the university's dedication to education for sustainable development (ESD) and the promotion of youth innovation and entrepreneurship. From June 27-28, 2024, President Bohinc attended the UNECE Forum on Education for Sustainable Development themed "Empowering Youth for Sustainable Futures." This forum addressed critical challenges within higher education, particularly focusing on empowering youth from marginalized backgrounds across the Mediterranean region. President Bohinc proposed the establishment of the Eu Med Students Empowerment Fund, aimed at providing scholarships for master's and PhD candidates from underserved communities. This initiative seeks to cultivate a new generation of leaders and entrepreneurs equipped with the requisite skills for inclusive and sustainable development. Visit to Cyprus University During his visit to Cyprus University, President Bohinc explored potential collaborations in study programs and admired the campus and library facilities. This visit served to strengthen the partnership between EMUNI University and Cyprus University, underscoring their mutual commitment to educational excellence and sustainable development.

- Strategic Alliance between UEMF and EMUNI

On July 19, 2024, EMUNI University and the Euromed University of Fes (UEMF) formalized a strategic alliance in Fes. Signed by Presidents Mostapha Bousmina of UEMF and Rado Bohinc of EMUNI, the partnership aims to foster collaboration in

higher education, research, and the development of new degree programs, student exchanges, and joint research initiatives. The alliance emphasizes both institutions' commitment to promoting intercultural dialogue in the Euro-Mediterranean academic community.

- Advancing Science Diplomacy and Collaboration in the Euro-Mediterranean

EMUNI President Prof. Dr. Rado Bohinc spoke at the Science Diplomacy event organized by the UfM and European Commission at the League of Arab States in Cairo, focusing on advancing Euro-Mediterranean cooperation. The delegation also met with former European Commission President Romano Prodi to discuss future collaborations and had an agreement to strengthen partnerships in education and research.

- The Day of the Mediterranean 2024

Prof. Dr. Mounir Ghribi highlighted the Mediterranean's significance and EMUNI's collaborative role in a Radio Capodistria interview. He also discussed the Day of the Mediterranean 2024 concert in Ljubljana, featuring the Rami Basisah Quartet and a roundtable on music and journalism as tools for dialogue.

- Euro-Mediterranean Student Empowerment Fund (EMSEF)

In December, President Rado Bohinc met with Dr. Igor Papič, Minister of Higher Education, to discuss the Euro-Mediterranean Student Empowerment Fund (EMSEF), focusing on empowering Southern Mediterranean students and fostering unity.

- EMUNI at the Greek Rectors' Conference

At the Greek Rectors' Conference, EMUNI President Prof. Dr. Rado Bohinc presented the university's growing network of 179 partner institutions.

- Collaboration with Latin America and Caribbean countries

On behalf of the EMUNI President, Prof. Dr. Mounir Ghribi, participated in the Latin America and Caribbean (LAC) Days in Ljubljana organized by the Ministry of Foreign and European Affairs, Slovenia. He met the Secretary General of the Association of Caribbean States, Rodolfo Sabonge, with whom he had a conversation on how to strengthen collaboration between EMUNI and Caribbean countries to promote the attraction of students, the exchange of professors and circulation of talents including early career scientists. They both spoke about ways to jointly participate in project calls particularly in topics related to ocean diplomacy and sustainable blue economy.

- Scholarship fund and payment of study costs for students who are exempt from tuition fees

In 2024, EMUNI established its scholarship fund as an accounting unit of EMUNI, aimed at financially supporting and encouraging students from the southern Mediterranean at the beginning of their studies at EMUNI. The goal of the fund is to promote better access to education for students from areas with limited opportunities, to foster inclusion, and to support regional development.

This scholarship fund is a testament to EMUNI's commitment to addressing educational disparities and enabling talented individuals from the Euro-Mediterranean region to receive education and contribute to their communities.

The founding session of the Scholarship Administrative Body was held on 19 December 2024, members are as follows:

- Prof. dr. Rado Bohinc, Chairperson, as foreseen in the Rules of EMUNI Scholarship Fund foundation,
- Prof. Dr. Hassan Nadir Kheirallah, appointed by the Management Board,
- Tatjana Trebec, Representative of EMUNI employees.

Two positions in this administrative body are reserved for the representative of donors and representative of partners which are not yet occupied.

1.5 University bodies and its sessions in 2024

EMUNI has the following bodies:

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

EMUNI's President was appointed for term during the 64th Management Board session in January 2024. This term runs from April 2, 2024, until April 1, 2029.

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 150 Members from 34 countries in the Euro-Mediterranean Region (EU, non-EU, Middle East, and North Africa). The General Assembly of EMUNI is convened, when necessary, in general once a year to discuss general policies and guidelines for the operation of the University. Each signatory of the Foundation Charter has one member at the General Assembly.

Table 1: Chairing of the GA

Year	No. of partners	No. of countries	Vice Chair 1	Vice Chair 2
2009	114	32	Prof. Hassan Nadir Kheirallah	Prof. Maurits Van Rooijen
2010	141	37	Prof. Giuseppe Giliberti	Prof. Ahmed Nouredine Helal
2011	206	42	×	×
2013 ¹	212	47	Prof. Hassan Nadir Kheirallah	Prof. Marko Pavliha
2013	206	41	Prof. Hassan Nadir Kheirallah	Prof. Marko Pavliha
2015	121	33	Prof. Hassan Nadir Kheirallah	Prof. Lučka Lorber
2016	128	32	Prof. Giuseppe Giliberti	×
2017	128	33	Prof. Hassan Nadir Kheirallah	Prof. Giuseppe Giliberti
2018	133	33	Prof. Giuseppe Giliberti	Prof. Hassan Nadir Kheirallah
2019	137	34	Prof. Dr. Dušan Lesjak	Prof. Dr. Alaa Abdelwahed Hassan Abdelbary
2020 ²	135	34	×	×
2021	137	34	Prof. Dr. Ludvik Toplak	Prof. Dr. Abdelaziz Hassanein Mohamed Saad Konsowa
2022	141	34	Prof. Dr. Rouchdy Zahran	Prof. Dr. Giuseppe Cataldi
2023	149	34	Prof. Dr. Michele Gendreau Massaloux	Prof. Hassan Nadir Kheirallah
2024	150	35	Prof. Dr. Rouchdy Zahran	Prof. Dr. Nada Rožmanec Matičič

In 2024 the General Assembly was organised on 11 October 2024.

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. Mouïñ Hamzé, Lebanon (Chairperson)
2. Prof. Dr. Maria Cristina Pedicchio, Italy (Co-Chairperson)
3. Prof. Dr. Rado Pišot, Slovenia
4. Ambassador Hatem Atallah, Tunisia
5. Prof. Dr. Hassan Nadir Kheirallah, Egypt
6. Prof. Dr. Maria Dolores Bañon Castellon, Spain
7. Her Royal Highness Princess Rym Ali, Jordan (Member of the international public figures of repute)
8. Prof. Dr. Augusto Santos Silva, Portugal
9. Prof. Dr. Mostapha Bousmina, Morocco (President of Euro-Med University of Fes)
10. Petra Kežman (representative of the Union for the Mediterranean)
11. Dr. Jernej Širok, Slovenia (representative of Slovenian Government)
12. Ms. Lina Kaldana, Slovenia (representative of EMUNI employees)
13. Ibraheem Saleh, Palestine (representative of EMUNI students)

The Management Board appointed Prof. Dr. Mouïñ Hamzé, Lebanon, as Chairperson at its 68th session on 15 April 2024 online via Zoom.

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 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 representatives in the Senate, nominated on 19 December 2024 are the following:

1. Prof. Dr. Rado Bohinc, EMUNI University (President), Slovenia (chairperson)
2. Prof. Dr. Rouchdy Zahran, Alexandria University, Egypt
3. Prof. Dr. Lotfi Ben Romdhane, University of Sousse, Tunisia
4. Prof. Dr. Claudio Cressati, University of Udine, Italy
5. Prof. Dr. Dušan Lesjak, International School for Social and Business Studies, Slovenia

6. Prof. Dr. Luigia Melillo, Pegaso International, Malta
7. Prof. Dr. Aleksandra Porjazoska Kujundziski, International Balkan University, North Macedonia
8. Prof. Dr. Rosario Sinatra, University of Catania, Italy
9. Prof. Dr. Alaa Abdelwahed Abdelbary, Arab Academy for Science, Technology and Maritime Transport, Egypt
10. Prof. Dr. Rony Darazi, Antonine University, Lebanon
11. Prof. Dr. Jaka Vadnjal, EMUNI University, Slovenia
12. Assoc. Prof. Dr. Karim Moustaghfir, Al Akhawayn University in Ifrane, Morocco
13. Moataz Samir Abdelhamid Elissawy, EMUNI Student, Egypt
14. Saleh A. S. Saleh, EMUNI Student, Palestine
15. Nicholas Okongo'o, EMUNI Student, Kenya
16. Ibraheem Saleh, EMUNI Student, Palestine

The Senate operates in accordance with the provisions of the Statute of EMUNI, Articles 20, 21, 22 and 23.

President: Prof. Dr. Rado Bohinc was appointed for term during the 64th Management Board session in January 2024. This term runs from April 2, 2024, until April 1, 2029. The President is the representative of the management and expert bodies and legal representative of the EMUNI University.

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

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

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

Members of the CSSA, nominated on 19 October 2023, are:

1. Prof. Dr. Karim Moustaghfir, Morocco
2. Prof. Dr. Jaka Vadnjal, 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

The Students' Council will voted for new representatives in December 2024, the members of the Council in the academic year 2024/2025:

- Moses Stanley Chikuse (Chair), Italy
- Saleh A. S. Saleh (Co-chair), Palestine
- Moataz Samir Abdelhamid Elissawy, Egypt
- Nicholas Okongo'o, Kenya
- Ibraheem Saleh, Palestine

The Student Council nominated student's representatives for the Management Board and for the Senate and its Commissions on 19 December 2024 for the academic year 2024/2025.

- Management Board: Ibraheem Saleh, Palestine
- Senate: Moataz Samir Abdelhamid Elissawy, Egypt, Saleh A. S. Saleh, Palestine, Nicholas Okongo'o, Kenya, Ibraheem Saleh, Palestine
- Commission for Student and Study Affairs: Moses Stanley Chikuse (Chair), Italy
- Quality Assurance Commission: Moataz Samir Abdelhamid Elissawy, Egypt

The Students' Council representatives for the Management Board and the Senate, and its Commissions in the Academic Year 2023/2024 were as follows:

- Management Board: Ioannis Panagiotopoulos (Greece). His term ended on 19 November 2024.
- Senate: Saleh Saleh (Palestine), Elizaveta Byasova (Russia), Yara El-Turk (Lebanon), Emna Jbara (Tunisia). Their term ended on 19 November 2024.
- Commission for Student and Study Affairs: Saleh Saleh (Palestine). His term ended on 19 November 2024.
- Quality Assurance Commission: Saleh Saleh (Palestine). His term ended 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 April 2024.
6. Prof. Dr. Rado Bohinc (President): 2 April 2024 – 1 April 2029.

Sessions of the EMUNI Bodies in 2024:

Sessions of the EMUNI General Assembly

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

Sessions of the EMUNI Management Board

- 64th Management Board session was held on 17 January 2024.
- 65th Management Board video conference session was held on 28 February 2024.
- 66th Management Board video conference session was held on 6 March 2024.
- 67th Management Board video conference session was held on 28 March 2024.
- 68th Management Board video conference session was held on 15 April 2024.
- 69th Management Board video conference session was held on 5 June 2024.
- 70th Management Board video conference session was held on 26 June 2024.
- 71st Management Board correspondence session was held between 24 September 2024 and 26 September 2024.
- 72nd Management Board was held on 10 October 2024.
- 73rd Management Board was held on 9 December 2024.

Sessions of the EMUNI Senate

- 47th Senate VC session was held on 15 March 2024.
- 48th Senate VC session was held on 26 June 2024.
- 49th Senate VC session was held on 26 August 2024.
- 50th Senate F2F session was held on 10 October 2024.

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

- CSSA correspondence session was held from 22 to 2 May 2024.
- CSSA regular session was held from 24 July 2024.
- CSSA regular session was held from 23 September 2024.
- CSSA correspondence session was held from 2 to 4 October 2024.

Sessions of the EMUNI Habilitation Commission (HC)

- HC 15th correspondence session was held from 16 July to 2 August 2024.
- HC 16th correspondence session was held from 16 to 18 August 2024.
- HC 17th correspondence session was held from 2 to 3 December 2024.
- HC 18th online session was held on 19 December 2024.

Sessions of the EMUNI Quality Assurance Commission (QAC)

- QAC VC session was held on 11 March 2024.

Sessions of the EMUNI Student Council (SC)

- SC VC session was held on 19 December 2024.

1.5 Provision of operating conditions

Personnel

As of December 31, 2023, EMUNI employed 10 staff members, equivalent to 6.6 full-time equivalents (FTEs). The 2024 staffing plan projected an increase in the number of employees and contractual collaborators to support the implementation and expansion of EMUNI's educational activities. The purpose of this increase was to enable the institute to achieve its strategic objectives.

By December 31, 2024, EMUNI had 16 employees, corresponding to 12.5 FTEs. In addition, two more employees with a total of 1.1 FTEs will join on January 1, 2025 (contracts already signed).

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

Departments	31 DEC 2024 (FTE)	Financed by
University Leadership	2.0	MHESI (MVZI)
Secretariat	3.0	MHESI (MVZI)
Department for Research, Development Projects, and Innovation	3.2	R&D Funds
Department of Higher Education	3.6	MHESI (MVZI)/Tuition fees
Department for the EMUNI Network	0.7	MHESI (MVZI)/Network fees

Table 3: List of other contractors

Category	Name	Service/Role	Financed by
Higher Education Teachers	Assist. Prof. Dr. David Bizjak	IBC	MHESI
Higher Education Teachers	Assist. Prof. Dr. Neva Čebroň	IBC	MHESI
Higher Education Teachers	Prof. Dr. Michael Byram	IBC	MHESI

Higher Education Teachers	Lecturer Dorsaf Ben Malek Ep Louati	IBC	MHESI
Higher Education Teachers	Lecturer Darja Premrl	IBC	MHESI
Higher Education Teachers	Lecturer Luca de Ceretto	IBC	MHESI
Higher Education Teachers	Assist. Prof. Dr. Martina Paradiž	IBC	MHESI
Higher Education Teachers	Assist. Prof. Dr. Tanja Sedej	IBC	MHESI
Higher Education Teachers	Prof. Dr. Dušan Lesjak	IBC	MHESI
Higher Education Teachers	Assist. Prof. Dr. Plamen V. Mirazchiyski	IBC	MHESI
Higher Education Teachers	Prof. Dr. Rado Pišot	KHP	MHESI
Higher Education Teachers	Prof. Dr. Boštjan Šimunič	KHP	MHESI
Higher Education Teachers	Assist. Prof. Dr. Luka Šlosar	KHP	MHESI
Higher Education Teachers	Assist. Prof. Dr. Uroš Marušič	KHP	MHESI
Higher Education Teachers	Assist. Prof. Dr. Miloš Kalc	KHP	MHESI
Higher Education Teachers	Assist. Prof. Dr. Damir Zubac	KHP	MHESI
Higher Education Teachers	Assist. Prof. Dr. Celic Meulenberg	KHP	MHESI
Higher Education Teachers	Assist. Prof. Dr. Mitja Gerževič	KHP	MHESI
Researchers	Prof. Dr. Cagri Bulut	Projects	R&D Funds
Researchers	Prof. Dr. Nada Trunk Širca	MORHEL	R&D Funds
Researchers	Dr. Jihene Nouari	CoeSube	R&D Funds
Researchers	Gideon Capie	MORHEL	R&D Funds
Experts	Špela Marušič	Network	MHESI
Technical Staff	Denis Čurčić, s. p.	IT Support	MHESI
Technical Staff	Veronika Potočnik, s. p.	Library Services	R&D Funds/MHESI
Technical Staff	Konto Obala, d.o.o.	Accounting	MHESI
Technical Staff	Željana Djurić, s. p.	Cleaning Services	MHESI

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 2024	Year 2023	Year 2022	Index Act. 2024 / Act. 2023	Index Act. 2024 / Act. 2022
	1	2	3	$4=1 / 2 * 100$	$5=1 / 3 * 100$
Public Finances	942.891,29	692.352,18	981.382,50	136,19	96,08
MHESI	700.000,00	340.000,00	340.000,00	205,88	205,88
Other funds-projects from the EU budget	242.891,29	352.352,18	641.382,50	68,93	37,87
Other sources	62.335,97	67.447,66	38.863,37	92,43	160,35
Sales of goods and services on the market (Tuition fees)	9.120,00	1.871,20	4.855,96	487,39	187,81
TOTAL AMOUNT	1.014.347,26	761.671,04	1.025.101,83	133,18	98,95

In 2024, EMUNI University generated €1,014,347.26 in revenues from public finances (MHESI and EU projects), tuition fees, and other sources of financing. This represents an increase of €252,676.22 compared to 2023, showing substantial growth over the previous year. However, total revenues remain slightly below the 2022 level, indicating the need for further income diversification. The table illustrates the inflows over the past three years by source of funds. The largest share of 2024 revenues came from MHESI funding (€700,000.00), EU projects (€242,891.29), and other sources. Notably, MHESI funding more than doubled compared to 2023, marking a significant positive development.

When analyzing MHESI funds from 2022 to 2024, we observe stagnation in 2022 and 2023, followed by a substantial increase in 2024. It is important to note that an additional €40,000.00 received in 2022 and 2023 was allocated for the launch of the Euro-Mediterranean Innovation Camp competition, while the 2024 increase reflects a broader financial commitment.

The calculated indices indicate that EMUNI University improved its income source diversification in 2024 compared to 2023 but remains slightly below the 2022 level. A key factor to consider is that EU project payments are often received in installments and allocated over multiple years, meaning that cash flow reporting may not fully reflect the actual financial balance. Nevertheless, one of EMUNI's key strategic objectives is to reduce reliance on MHESI funding and build a strong portfolio of EU projects and a robust network of partners across the Euro-Mediterranean region. Diversification of funding sources is a crucial investment strategy for EMUNI, mitigating risks related to public sector economic fluctuations.

On the other hand, EMUNI acknowledges areas for improvement, particularly the low revenue from tuition fees. Despite a notable increase in 2024 (€9,120.00 compared to €1,871.20 in 2023), tuition fee income remains below its potential. This may be due to strong competition from larger universities, suggesting a need for enhanced efforts in student recruitment and the development of additional educational programs in the future.

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 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.)
TOTAL INCOMES	1.025.101,83	340.000,00	641.382,50	43.719,33
TOTAL COSTS	1.032.350,88	340.000,00	655.219,82	37.131,06
- COST OF MATERIAL	15.638,73	10.481,64	5.157,09	0
- COST OF SERVICES	703.726,36	95.684,26	578.017,29	30.024,81
a. Activity costs	9.353,44	5.041,14	4.299,82	12,48
b. Investments and rents	33.976,00	22.200,00	2.176,00	9.600,00
c. Bank account and Insurance	10.171,85	953,16	1.801,66	7.417,03
d. 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 6: 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.)
TOTAL INCOMES	761,671.04	340,000.00	352,352.18	69,318.86
TOTAL COSTS	909,581.77	340,000.00	522,737.87	46,843.90
- 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%).

Table 7: Structure of the Total expenditures/outgoings for the year 2024 by source of financing, by Cash Flow Method (in EUR).

Type of cost / year 2024	TOTAL	MHESI funds	EU funds	Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.)
TOTAL INCOMES	1.014.347,26	700.000,00	242.891,29	71.455,97
TOTAL COSTS	1.029.353,51	700.000,01	258.409,12	70.944,39
- COST OF MATERIAL	11.849,76	11.786,35	63,41	0,00
- COST OF SERVICES	438.506,13	158.222,43	215.671,88	64.611,82
a. Activity costs	3.753,44	3.753,44		0,00
b. Investments and rents	47.207,87	33.062,07	4.763,85	9.381,95
c. Bank account and Insurance	4.582,64	3.709,12	777,50	96,02
d. Communality and transportation	15.279,74	3.027,07	3.286,53	8.966,14
e. Intellectual service	40.197,97	38.679,02	1.346,95	172,00
f. Business travel	55.717,51	7.714,21	19.492,29	28.511,01
g. Authorial work, Single task contract and Project partner's payments	202.593,00	27.879,35	173.184,65	1.529,00
• Authorial work contracts	8.325,74	2.950,09	5.375,65	0,00
• Partner payments	194.267,26	24.929,26	167.809,00	1.529,00
h. Other services	69.173,96	40.398,15	12.820,11	15.955,70
- LABOUR COSTS	544.412,26	521.633,26	20.279,01	2.500,00
- OTHER COSTS	34.585,36	8.357,97	22.394,82	3.832,57

- In the year 2024, based on the Cash Flow Method, the Total Incomes amounted to EUR 1,014,347.26.
 - MHESI sources: EUR 700,000.00 (69.0%)
 - EU sources: EUR 242,891.29 (24.0%)

- Other sources (Membership fees, Tuition fees, bank fees, refunds, etc.): EUR 71,455.97 (7.0%)

69.0% of the funds were received from MHESI, while the remaining 31.0% came from EU sources, Tuition fees, and other sources.

The funds were primarily allocated to cover Labour costs: EUR 544,412.26 (52.9%), Costs of services: EUR 438,506.13 (42.6%), Other costs: EUR 34,585.36 (3.4%) and Costs of material: EUR 11,849.76 (1.1%).

As seen from the above table, in 2024, the EMUNI University generated a surplus of expenditures over revenues. According to the Statement of Revenues and Expenditures, the university recorded an excess of expenditure over income in the amount of EUR 15,006.25.

Given that EMUNI receives a significant portion of its budget from EU-funded projects, and since these funds are disbursed in instalments over multiple years, the cash balance of revenues and expenditures does not necessarily reflect the actual financial position. Additionally, some payments from projects that are concluding are expected in 2025, while the related costs have already been covered in 2024. This timing difference further affects the reported financial position, as project funds follow the financial commitment method rather than the cash flow balance method 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 (2nd Gross)

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

Library and ICT activities

EMUNI offers its main library facilities through partnership with ZRS Koper and University of Primorska. EMUNI provides students as well with access to the library Srečko Vilhar in Koper. EMUNI has clustered 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 2024 EMUNI repurchased 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 2024, 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 in advance than in previous years so as 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 LinkedIn page in 2024 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 EMUNI X account supplements the existing EMUNI website. X is being used to deliver news to subscribers through published links. The X address of EMUNI is: 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.

Social media growth in 2024 - Expanded social media presence, resulting in increased engagement and visibility:

- Facebook had an overall reach with 306,8% engagement, 84,5% interaction with content
- Instagram had an overall reach with 33% engagement, 100% interaction with content and an increase of 29.3% of number of visitors during the year

- LinkedIn had an overall reach of 1086 engagement during the year
- EMUNI have joined a new social media platform Tiktok that would be major part of marketing strategy
- Engagement rates improved due to strategic use of interactive content with an increase of 3.9% compared to previous year

In 2024 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.

Student Recruitment Campaigns:

In 2024, EMUNI's student recruitment efforts were shown through targeted campaigns, leveraging both in-person and digital platforms to attract diverse talent:

- Fairs and Events:
 - A delegation of EMUNI was present at student fairs in Istanbul, Cyprus, Tunisia, Morocco and Egypt, distributing tailored brochures for the programmes and showcasing the benefits of studying at EMUNI.
 - These resulted in immediate follow-ups: 34 students initiated pre-enrollment processes shortly after each fair.
- Tailored Messaging: Addressed diverse student interests by explaining EMUNI's multidisciplinary approach and collected feedback on desired programmes
- Digital Integration: Promotion of fairs and programmes on social media, resulting in 104% more website visits during campaign periods, and emphasized interactive content to engage prospective students and drive inquiries.

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In line with EMUNI's long-term goals, several strategic initiatives were implemented to enhance student engagement and institutional visibility:

- Website Enhancements: Added a pre-enrollment button to the university's website, simplifying the application process and improving the user experience.
- Promotional Materials: Development of a comprehensive brochure consolidating all EMUNI programmes, addressing feedback from prospective students about the need for clarity on the university's diverse offerings, a Brochure for the research and development department and dedicated brochure for the network.

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 2023/24, 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.

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 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.

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)

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 was further marketed and implemented with the view to enrolling the first students in the Academic year 2024/2025. In the Academic year 2024/2025 three students are enrolled in the programme in 1st year of studies. Despite not achieving the desired minimum of 10 students enrolled the decision on starting the programme was made and is implemented with

some modification in contact hours delivered. The programme is delivered in Blended Learning mode for 1-year courses where due to the low number of students the number of lectures and seminars is reduced by half, while the number of tutorials' hours remain at the level of the accredited hours. Two of the students enrolled were granted a scholarship through the Education Pathway to Slovenia, an inspiring initiative led by Slovenia in partnership with UNHCR.

Master's study programme Intercultural Business Communication (IBC)

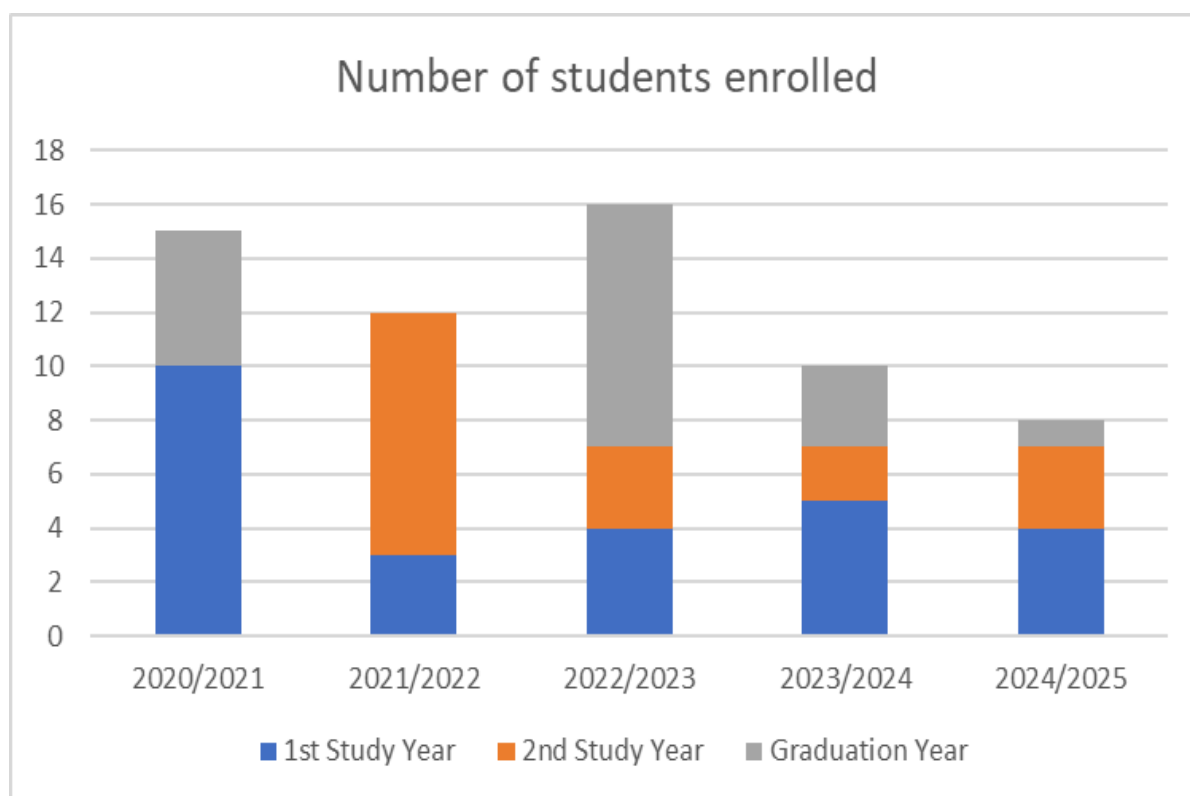
Enrolment

In the 2023/2024 Academic year five students enrolled in the first year of studies and three students enrolled in the second year of studies. Also in the academic year 2024/2025 the number of enrolled students remains low and below satisfactory.

Programme activities started in an online format in October 2023, also the second semester continued online. No face-to-face (F2F) period was organised in this academic year. In the Academic year 2024/2025 a similar number of students enrolled in the programme as the year previously.

Figure:: number of enrolled students in the IBC programme over the period five years

	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
1. year	10	3	4	5	4
2. year	0	9	3	3	3
Graduate year	5	/	9	2	1
Total	15	12	16	10	8



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. It is clear that the promotional activities did not yield the desired results so far. Therefore new marketing strategies were implemented for applications for the academic year 2025/2026.

Quality Assurance of Programme Implementation

In the Academic year 2023/2024, EMUNI was planning to implement the 1st and the 2nd study year of the IBC master's programme in a blended learning form, approx. 60% of contact hours face-to-face and 40% online. The Implementation Plan 2023/2024 was based on a changed Curriculum due to the re-accreditation procedure at the University of Urbino. Since only three applications for enrolment to the 1st study year have been received in the previous academic year, some of the 1st year courses were implemented instead of the 2nd year courses. Due to the low number of students the planned face-to-face periods were not implemented. The courses were delivered in the form of 60% of contact hours in synchronous mode and 40% in asynchronous mode.

Annex I of this document includes the Implementation Plan for the study year 2023/24, with courses and number of contact hours delivered.

As the low number of students enrolled in the programme continue also in the academic year 2024/2025 the EMUNI management team decided that the implementation will continue only

online also in this academic year without face-to-face periods. The courses are delivered in the form of 50% of contact hours in synchronous mode and 50% in asynchronous mode.

EMUNI hosted 2 Erasmus+ Mobility students, one from University of Urbino and one from Academia de studii economice di Bucuresti in the academic year 2023/24 attending IBC courses and preparing their master's thesis in the spring semester.

EMUNI organised 3 internships for IBC students in the academic year 2023/24, 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 at the University of Granada, Granada, Spain;
- Elizaveta Byasova on Erasmus+mobility internship at Tomorrow's Adventure, Cascais, Portugal;
- Eslam Mostafa on Erasmus+ Mobility internship in D5 production GmbH, Wien, Austria.

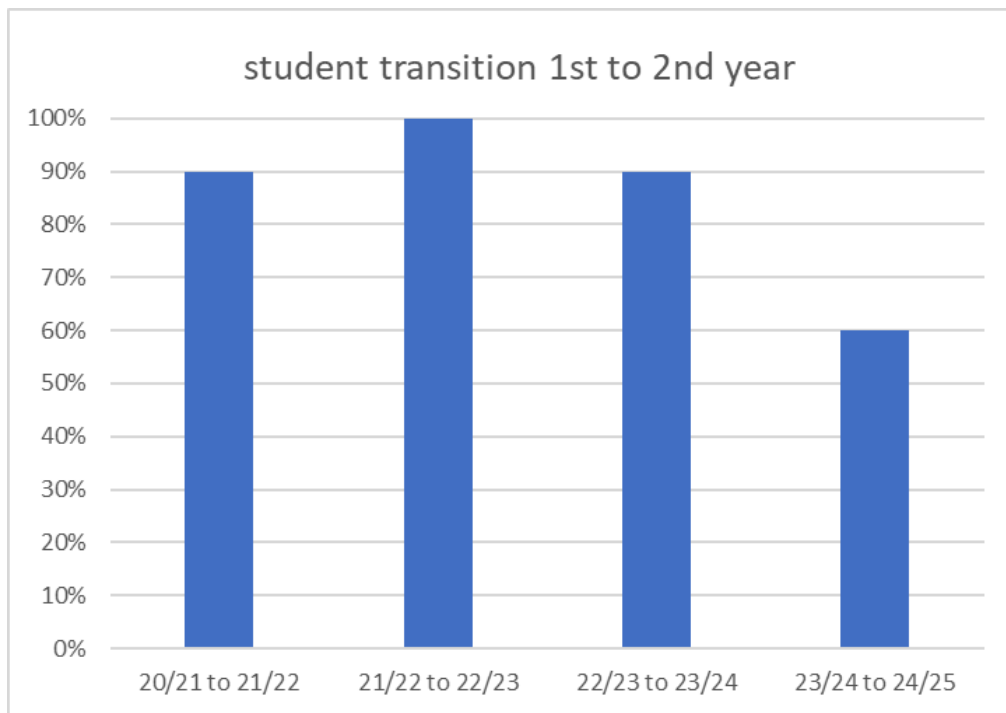
Students' Transition Between Study Years and Re-Enrolment

The transition of students from 1st to 2nd study year is shown in the table below. The table below shows the percentage is based on the IBC masters' study programme only, where all free places were not filled in each academic year.

In the academic year 2023/2024, 3 students of 4 enrolled continued from 1st to the 2nd year previously enrolled in 2022/2023.

Table: percentage of students passing from 1st to 2nd study year for the Master's study programme in Intercultural Business Communication.

IBC	2020/21 to 2021/22	2021/22 to 22/23	2022/23 to 2023/24	2023/24 to 2024/25
1st to 2nd year	90%	100%	90%	60%



Success in Performing Exams

Success in performing the exams was measured by the average grade of all exams taken by all cohorts of students enrolled in the 1st, 2nd and graduate year for the last four years, which is shown in Figure 2.1.2 and with the average grade for each course for the Academic year 2023/2024 (Table 2.1.2). Data shows that the average grade at the exams in the Academic Year 2023/2024 was slightly higher than the year before. Cohorts in the last three years have a lower number of students and the number is still decreasing.

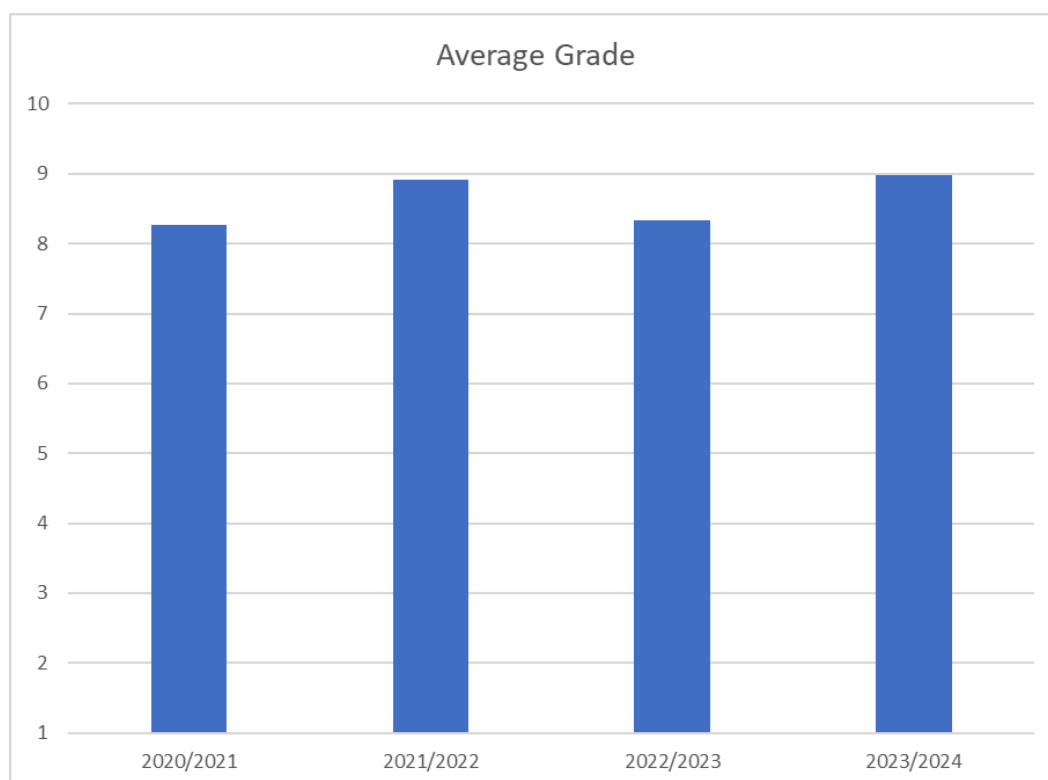


Figure: Average Grade per Academic Year.

The average grades for each course are relatively high spanning from 8 (very good) to 9,75 (almost excellent) which shows highly motivated students with a good bachelor degree background.

Table 2.1.2: Average grade per course in the Academic year 2023/2024.

Course name	Average grade	Number of grades
IBC English Culture	8	3
IBC English Language I	8,33	3
IBC English Language II	9,5	2
IBC French Culture	8,33	3
IBC French Language I	8	3
IBC Intercultural marketing	10	3
IBC Internationalization Strategies	9	5
IBC Internet Marketing	9,75	4

IBC Web content management	9	5
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Graduations

In the academic year 2023/24 five students of the Intercultural Business Communication Master's programme defended their master thesis and graduated. The graduate students are from Morocco, two from Tunisia and two from Egypt. The graduation ceremony was on 10 October 2024 in Piran, Slovenia.

By the end of 2024, two students in addition have defended their master's thesis and will be awarded the diploma certificate during the next graduation ceremony.

1. Programme Structure and Delivery

The strengths and weaknesses of the study programme implementation were identified using the focus group method, where students were interviewed to gather their insights and experiences.

- **Strengths:**

- Flexibility in scheduling was highly appreciated in the first year, allowing students to balance studies with work.
- The programme provides innovative learning methods, such as research-based and discussion-based learning rather than traditional exams.
- Small class sizes enhance engagement and student-teacher interaction.

- **Areas for Improvement:**

- Some courses are scheduled back-to-back, making it difficult for students to focus.
- Long lectures (over four hours) reduce student concentration and effectiveness.
- The **student information system** (SIS) schedule is difficult to navigate and should be easier to sync with Google Calendar.

2. Learning Experience and Challenges

- **Strengths:**

- The programme encourages self-learning, data collection, and analytical skills.
- Courses like **Intercultural Business Communication and Internationalisation Strategies** provide practical knowledge applicable to students' careers.
- The **variety of subjects** offered is a key strength, providing interdisciplinary perspectives.

- **French language learning** was valued for daily practice and direct application.
- **Areas for Improvement:**
 - Lack of initial guidance on how to use Moodle and the digital platforms.
 - Inconsistencies in virtual meeting platforms (switching between Zoom and Google Meet) caused confusion.
 - Some **courses felt too short** (e.g., Intercultural Marketing, Internet Marketing) and could be extended over the full year.

3. Institutional Support and Communication

- **Strengths:**
 - Strong institutional support in the first year, especially through personalized communication.
 - Active support from administrative staff in the initial stages helped students transition smoothly.
- **Areas for Improvement:**
 - There is less administrative guidance in the second year, making students feel less connected.
 - Suggestions for **more structured mentorship**, such as:
 - Meetings with past students for guidance on thesis preparation.
 - Creating an **alumni forum or LinkedIn group** for networking.

4. Student Engagement and Career Relevance

- **Strengths:**
 - Courses like **Intercultural Business Communication, International Trade, and Internet Marketing** had direct applications in students' careers.
 - Students appreciated learning **different cultural perspectives** and communication styles, crucial for international careers.
 - Group tasks foster collaboration and understanding of different mindsets.
- **Areas for Improvement:**
 - Students suggested adding **courses on finance, creativity & innovation, human resources, and supply chain management**.

- Desire for **more opportunities to engage with the local student community and NGOs** in Slovenia.
- Interest in more **interactive and practical activities** beyond coursework.

5. Recommendations for Programme Enhancement

- Improve scheduling by limiting lectures to **a maximum of two hours per session**.
- Ensure the **student information system is user-friendly** and can sync with Google Calendar.
- Standardize the use of **one virtual meeting platform** (Zoom or Google Meet) for consistency.
- Provide **more guidance at the start of the programme**, particularly on **Moodle navigation, task submissions, and study expectations**.
- Expand successful and highly engaging courses over a **full academic year** instead of short modules.
- Establish an **alumni network** to connect current students with graduates.
- Offer more **networking and extracurricular opportunities**, including industry-related collaborations and NGO involvement.

2.2 Study programmes under development

New Programme in accreditation process

EMUNI submitted accreditation applications for three new master's and two PhD study programmes in August and September 2024. The accreditation process is, according to NAKVIS, planned to be concluded in March 2025. If the programmes will be accredited by the end of March 2025 the programmes will be included in the call for application in spring 2025 and offered to students starting in the academic year 2025/2026. The following programmes are in the process of accreditation:

- Master's in Digitalisation and human rights
- Master's in Sports management
- Master's in Comparative Business Law
- PhD in Comparative Corporate Governance
- PhD in Kinesiology for quality of life

When deciding on the topics of new study programs to be developed and submitted for accreditation, key factors include EMUNI's and its partners' expertise, as well as the identified needs of network partners and the job market. To achieve the best results, EMUNI could

periodically conduct studies to assess emerging trends and demands, ensuring that new study programs align with current and future market needs.

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 taking into account 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 – Season 2

The Euro-Mediterranean University (EMUNI) successfully concluded the second season of the Euro-Mediterranean Innovation Camp (EMIC) on June 7, 2024. This prominent event, backed by the Republic of Slovenia's Ministry of Higher Education, Science and Innovation, and the Ministry of Foreign Affairs, provided a dynamic platform for young innovators from the Mediterranean region to present solutions in Health, Renewable Energy, and Environment and Climate Change.

Launched in September 2023, EMIC Season 2 attracted 122 applicants aged 18 to 35. Applicants were required to present novel ideas tackling global challenges. Following a rigorous selection process, 12 candidates were shortlisted, with six finalists advancing to the bootcamp stage. The grand finale, held via Zoom, saw five finalists presenting their innovations to a distinguished jury in front of an audience of over 220 participants, reflecting the event's growing influence.

The competition culminated with the recognition of three outstanding innovators:

- First Place: Muhammad Mounir (Egypt)
- Second Place: Rahma M. Tolba (Egypt)
- Third Place: Med Aziz Mhalla (Tunisia)

EMUNI collaborated with the Jožef Stefan Institute (JSI) and the Euromed University of Fes (UEMF), alongside institutions like the Agricultural University of Athens (Greece), Inkubator Sezana, and Patentni biro AF (Slovenia). These partnerships provided essential mentorship, technical resources, and facilities, enabling participants to refine their prototypes.

Special gratitude is extended to all candidates, mentors, and institutions for their contributions. Georgios Paliouras, EMIC Season 1 winner from Greece, also played a key role in motivating the finalists. The jury consisted of Prof. Dr. Jaka Vadrnjak, Head of Academic Affairs at EMUNI; Prof. Dr. Abdelhamid El-Zoheiry, former President of EMUNI and Karen Gladović, Head of the Higher Education Department at EMUNI.

EMIC Season 2 stands as a testament to EMUNI's commitment to fostering cross-border innovation and knowledge exchange within the Mediterranean region. The event exemplifies successful technology transfer and collaboration between Slovenian institutions and international partners. EMUNI anticipates continuing this tradition of excellence in future editions, further empowering young innovators to address pressing global challenges.

3. RESEARCH, DEVELOPMENT AND PROJECTS

3.1 Project activities

Erasmus+ programmes

ZRS - EMUNI Summer school 2024 »HALS – Healthy and Active Lifestyle«

In September 2024, the Summer School named »HALS – Healthy and Active Lifestyle«, took place at the Euro-Mediterranean University (EMUNI) and Science and Research Centre Koper from 9. - 13. September 2024.

The HALS Summer School 2025 offered a unique opportunity to deepen knowledge and experience in the fields of kinesiology, healthy lifestyle, and physical activity. The event was held in Piran and Koper, in collaboration with EMUNI and the Science and Research Centre Koper (SRC).

HALS Summer School 2025: A Week of Learning and Discovery

The HALS Summer School 2025, held from September 9th to 13th in Piran and Koper, offered a unique opportunity for participants to expand their knowledge in kinesiology, healthy living, and physical activity. The program featured lectures and hands-on workshops on topics such as the brain-muscle connection, physical inactivity, the Mediterranean lifestyle, and cutting-edge technologies in health monitoring. Participants enjoyed outdoor activities like kayaking and SUP, workshops on EEG and EMG, and insightful lectures by renowned experts. It was a good chance to learn and connect with like-minded professionals in the field.

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 KA131 and KA171

In 2024, EMUNI successfully applied for the Erasmus+ mobility project KA171, which provided funding for Erasmus exchanges for the Southern Mediterranean countries. The project duration is 36 months, from 1.8.2024 to 31.7.2027.

Two outgoing staff training mobilities between partner countries have already been implemented within the framework of the Erasmus project KA171 - one to Egypt and one to Tunisia.

Also two incoming staff training mobilities from Egypt have been implemented.

A midterm report has been submitted for the Erasmus+ project KA131, for which we have already received a positive assessment.

As part of the Erasmus+ project KA131, three EMUNI students successfully completed 3-month internship mobilities, one in Portugal, one in Austria and one in Spain.

There were also two incoming student mobilities for study - one from Italy and one from Romania.

EMUNI staff completed four staff training mobilities between programme countries. Two mobilities were carried out in Cyprus and two in Turkey.

In 2024, EMUNI continued with the implementation of the digital dashboard for inter-institutional agreements, in accordance with the strategy of the European Commission for the period from 2021 to 2027.

More information about Erasmus+ mobility project is available on EMUNI webpage <https://emuni.si/projects/erasmus-mobility/> and <https://emuni.si/erasmus-mobility/>.

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 Center 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 CHESS 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 number of local and regional stakeholders were invited.

European University Alliance EUNICoast: The European University of Islands, Ports and Coastal Territories.

Mission

EUNICoast's mission is its primary purpose, its reason for being. EUNICoast is committed to fostering a multicultural, multilingual, and inclusive academic environment that champions European values and addresses the critical societal and environmental challenges faced by maritime and coastal communities. Anchored in Europe's unique maritime heritage, EUNICoast unites a diverse network of universities to advance sustainability, innovation, and resilience through interdisciplinary education, research, and public engagement. By leveraging its partners' geographical diversity and expertise, EUNICoast seeks to empower a new generation of global citizens equipped to contribute to sustainable development, ecological preservation, and the prosperity of island and coastal regions, while serving as a benchmark for excellence in maritime studies and a model for collaborative higher education.

Vision

EUNICoast's vision is the image of itself it strives to become. EUNICoast envisions itself as a globally recognized model of excellence in transnational, interdisciplinary higher education and research, dedicated to the unique challenges and opportunities of maritime and coastal regions, with the aspiration to endure and evolve long into the future with no defined endpoint. By becoming a fully integrated European University, EUNICoast aspires to:

- Transform education for maritime and coastal regions: To be a leader in developing innovative, problem-oriented curricula that integrate local knowledge with global perspectives, offering flexible learning pathways in joint degrees, micro-credentials, and lifelong learning programs and to offer a multilingual and multicultural academic environment that fosters inclusivity and diversity.
- Advance research and innovation for a sustainable future: To drive cutting-edge research and technological innovation in areas critical to the Blue Economy, such as marine renewable energy, coastal biodiversity preservation, and sustainable tourism and to position itself as a hub for interdisciplinary collaboration that bridges the gap between science, policy, and practice, delivering actionable solutions to global sustainability challenges.
- Strengthen societal and regional impact: To stimulate socio-economic development in island and coastal communities, addressing issues such as population dynamics,, mitigation of, and adaptation to, climate change, and economic diversification and to build enduring partnerships with local communities, industry, and policymakers to ensure that its work directly benefits those communities.
- Foster a new generation of global citizens: To equip students and staff with the knowledge, skills, and values needed to address complex societal and environmental challenges, preparing them to work, collaborate and lead in global contexts and to promote intercultural understanding and solidarity, nurturing a sense of shared responsibility for the sustainability of our planet.
- Set the benchmark for European Universities: To become a reference for collaborative governance, quality assurance, and innovative digital infrastructure, showcasing how European Universities can effectively integrate diverse institutions and regions and to lead by example in embedding European values into all aspects of its operations, while fostering a distinct maritime identity.
- Bridge local and global perspectives: To act as a bridge between Europe's coastal and island regions and the wider world, using its unique geographical positioning to influence global policy and research in our areas of expertise and to leverage its connections across continents to drive international collaboration, ensuring that insights from EUNICoast contribute to solving global challenges.

EUNICoast consortium:

Université Le Havre Normandie (ULHN), Université des Antilles (UA), Universidade dos Açores (UAC), Ålands Landskapsregering/Allmänna Förvaltningen (ÅUAS), Universitat de les Illes Balears (UIB), Burgaski Svoboden Universitet (BFU), Sveučilište u Dubrovniku (UNIDU), Evro-Sredozemska Univerza (EMUNI), Panepistimio Patron (UPATRAS), Università degli Studi di

Sassari (UNISS), Hochschule Stralsund (HOST), Zachodniopomorski Uniwersytet Technologiczny w Szczecinie (ZUT). Associated partner: The University of the Faroe Islands.

The Alliance started on 1st November 2024 and has a duration of 48 Months.

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. Two per year 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 2024, IJEMS was extended from five articles per issue to six articles per issue which is quantitatively a 20% increase in the number of published works. Two issues were published both online in an open-access mode and hard-copy version which is printed in 200 copies and distributed to different EMUNI partners, libraries, authors etc. From the second issue of the 2024 (volume 17), IJEMS is also introducing the DOI number (Digital Objective Identifier) which enables direct access to published papers via unique DOI code which will improve the visibility of the journal and increase the possibility of articles published in IJEMS to be referred to by other academic authors in their research publications.

Annual conference

The 16th Annual EMUNI Conference took place on October 10th and 11th, 2024, in Piran, Slovenia, focusing on ancient hydrologic systems and water management in the Mediterranean region. Co-organized by Rencontres Internationales du Patrimoine Architectural Méditerranéen (RIPAM), the National Institute of Oceanography and Applied Geophysics (OGS), and the Union for the Mediterranean (UfM), the conference featured two key segments.

The first was a high-level panel discussion titled **“Higher Education as a Bridge between the Two Shores of the Mediterranean.”** Moderated by **Mouin Hamze**, Chairperson of the EMUNI Management Board, the panel included prominent speakers such as **Rado Bohinc**, President of EMUNI University; **Nasser Kamel**, Secretary General of the Union for the Mediterranean; **Maria Cristina Pedicchio**, Vice Chairperson of the EMUNI Management Board; **Luigia Melillo**, Rector of Pegaso International; **Alaa Abdelwahed Abdelbary**, Vice President of the Arab Academy for Science, Technology and Maritime Transport; and **Michele Civiero**, President of Across the Mediterranean Sea. This

discussion explored the crucial role of education in fostering regional collaboration in the mediterranean.

Following the panel, the conference featured the **International Scientific Conference Kick-off**, showcasing keynote speakers including **Mounir Ghribi**, Director of Director, International Cooperation and Research Promotion, National Institute of Oceanography and Applied Geophysics OGS & Jean Monnet Centre of Excellence on Sustainable Blue Economy, EMUNI University **Daniela Pittaluga**, Part of the permanent committee of RIPAM and Professor at University of Genova; **Octavi Quintana Trias**, Director of the Secretariat at PRIMA **Khaled Abu Zeid**, Senior Regional Water Resources Director at the Centre for Environment & Development for the Arab Region & Europe (CEDARE); and **Alessandro Leto**, Director of the Water Academy. The discussion highlighted the importance of addressing pressing challenges like water scarcity and water diplomacy, emphasizing the role of ancient hydrologic systems and sustainable water management practices.

Throughout the conference, keynote speakers were distinguished experts in water management and sustainability from esteemed institutions across the Mediterranean. Additionally, participants had the opportunity to enjoy a guided tour of Piran and visit the Sečovelje Salt Pans, where they learned about traditional water management techniques still in use today. This cultural experience significantly enhanced attendees' understanding of the region's water heritage and its relevance to contemporary resource management.

4. QUALITY ASSESSMENT AND ASSURANCE - SELF EVALUATION

In this chapter the evaluations for objective's achievements for the year 2024 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

The new study programs that EMUNI has submitted for accreditation include:

Master's Programs:

- Master's in Digitalisation and Human Rights: Focuses on the intersection of digital transformation and human rights, addressing challenges such as data privacy, digital governance, and ethical AI.
- Master's in Sports Management: Aims to develop expertise in managing sports organizations, events, and policies with a focus on international and Mediterranean sports industries.
- Master's in Comparative Business Law: Explores international and comparative aspects of business law, with an emphasis on Euro-Mediterranean legal frameworks.

PhD Programs:

- PhD in Comparative Corporate Governance: Examines governance models, regulatory frameworks, and corporate ethics across different jurisdictions.
- PhD in Kinesiology for Quality of Life: Focuses on the role of physical activity and sports science in improving health, well-being, and quality of life.

These programs are currently in the accreditation process, expected to be completed by March 2025. If approved, they will be included in the application call for the academic year 2025/2026

Number of enrolled students is below the number expected. EMUNI will promote its programmes and target more students with new approaches in the following year, including via new academic and business networks, through activating its partner institutions in joint marketing initiatives and by building a new network of potential students during various events.

EMUNI staff has organised several extra-curricular activities for students in 2024, promoting its programmes among partner institution's students and other public.. New partnership agreements with partner's institutions were signed and we consider the implementation of student's international internships as very important and successful.

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 2023/24, 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 2023/2024, 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.

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 2025, EMUNI will strive to implement the following actions along its educational activities:

- **Increase the number of incoming study mobilities from Europe**, as it is a valuable contribution to internationalisation of the student body;
- Maintain a high level of motivation of students through **formal recognition of their outstanding achievements**.
- Maintain the positive incentives with students to **finalise their dissertation**
- **To continue establishing more cooperation with South and North Mediterranean institutions for students' internships**, which are an obligatory part of the IBC programme curriculum;
- **To increase the number of incoming and outgoing teaching mobilities**
- **To promote EMUNI programmes and target more students** with new approaches in the following year, including via new academic and business networks, through activating its partner institutions in joint marketing initiatives and by building a new network of potential students.
- **Increase the use of the communication platform for summer school and trainings**, before the beginning of the activities;
- 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.

4.2 Research and projects' activities

Achievements and shortcomings

EMUNI was able to create an impact in research that outperforms the number of its employees. Besides generating research outputs by its own staff and attracting external funding of competitive calls (ARRS, Jean Monnet Centre of Excellence on Sustainable Blue Economy), EMUNI is capable of mobilising researchers employed at other institutions throughout the region (eg. project FishAqu, Med2laH, 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 2024 EMUNI published Volume 17 (1) and Volume 17 (2) (2 issues) of IJEMS. The Journal is available in full open access in print and digital formats on the EMUNI webpage free of charge to both the authors and readers.

Within the framework of Erasmus days, EMUNI successfully organised several online events with 20 participants.

Guidelines for action

- Ideally, the number of project officers employed at EMUNI would have to increase to generate more project proposals, and apply for further funding, where there is certainly further untapped potential for EMUNI. Due to limited funds for employing project officers, the only option to achieve this is to open the doors and provide attractive working conditions for junior and other project staff who could propose topics and prepare competitive proposals and foresee their role in case their applications were successful.
- Allocate a stronger project officer role for EMUNI in proposals with attractive posts for young project staff (incl. where not feasible, part-time, remote work etc.)
- Reskilling some EMUNI staff to act as project officers and research managers capable of project management and coordinating of the financial management part. This also entails enrolling, when possible, current, and future staff in PhD programmes and other vocational training opportunities.
- Forging closer ties with project managers within the EMUNI inner circle and general assembly to collaborate closely along new and existing research projects and activities.
- Explore the possibility of establishing a think tank among EMUNI's Inner Circle Institutions, in line with Objective no. 10. This presupposes the availability of a project manager with a research background to support such activity and has been found not feasible now.
- Enhance co-ownership by the editorial and advisory board members of IJEMS to attract more submissions and reviewers, as well as support quality publications in the journal.
- Turn certain project results into short research outputs and promote them as a way of effective science communication. Publish conference and events reports as official

publications, with the required library standards. This goal has been partially accomplished with the production of a comprehensive and attractive conference report, but there is a lot of scope for effective communication of research work by the communication team.

- Explore offering short internships to support the research/project work at EMUNI.

4.3 Provision of operating conditions

Personnel

Achievements and shortcomings

EMUNI Staff Satisfaction Survey – February 2025

EMUNI University recognizes that workplace satisfaction directly impacts employee performance, retention, and overall institutional efficiency. In line with objective number 12, EMUNI conducts an annual assessment of staff satisfaction and performance through individual interviews between the President and employees, as well as an anonymous and voluntary quantitative survey.

The most recent **Staff Satisfaction Survey** was conducted online in **February 2025**, with **14 employees** invited to participate. A total of **12 responses** were received.

Key Findings

The overall staff satisfaction remains **positive**. Employees rated multiple aspects of their work environment, including **workplace safety, employment conditions, relations among colleagues, cooperation between organizational units, clarity of work expectations, and opportunities for professional growth**.

- **Strongly positive aspects:** Employees expressed **high satisfaction** with **workplace safety, flexible work schedules, and opportunities for professional development**. They also reported that **their opinions are valued and heard** and that **supervisors take their input into account**.
- **Areas for improvement:** The survey highlighted some areas that could be enhanced, such as **workplace equipment, regular feedback from supervisors, and collaboration between different organizational units**.

As part of its commitment to continuous improvement, EMUNI **actively supports staff capacity building** by offering training opportunities and financial contributions for professional development.

This survey serves as a valuable tool for EMUNI to refine its internal processes and strengthen employee satisfaction, ensuring a productive and engaged workforce.

Employee Satisfaction Statistical Report – February 2025

Introduction

EMUNI University conducts an annual **Employee Satisfaction Survey** to assess workplace conditions, employee well-being, and areas for improvement. The latest survey was conducted in **February 2025**, with responses collected anonymously from staff members. A total of **12 employees** participated in the survey.

Methodology

The survey measured **14 key satisfaction indicators** on a **scale from 1 (lowest) to 5 (highest)**. The data was analyzed to determine **average scores**, identify strong areas, and highlight potential improvements.

Results Overview

The **average score per category** is summarized in the table below:

Category	Average Score (out of 5)
I have everything I need to do my job well	4.0
Workplace safety is provided	4.0
The work schedule of EMUNI suits me	4.5
At work, I have the opportunity to perform my best	4.8
I am satisfied with my employment	4.7
I know what is expected from me at the workplace	4.7
Relations between all EMUNI employees are positive	4.2
Individual organizational units at EMUNI cooperate well	4.0
I receive regular feedback on the success of my work	4.1
In the last 12 months, my progress in the organization was evaluated	4.1
It is important for me to be given opportunities to grow professionally	4.9
I share the same values as the organization	4.7
My opinion matters and is heard	4.8
My supervisor takes me into account	4.8

Key Insights & Analysis

1. Strengths

- **High satisfaction with professional growth opportunities (4.9/5)**
- **Strong alignment with organizational values (4.7/5)**
- **Employees feel heard and valued (4.8/5)**
- **Work-life balance is positive, with flexible scheduling rated 4.5/5**
- **Employees know what is expected of them at work (4.7/5)**

2. Areas for Improvement

- **Interdepartmental cooperation (4.0/5)** could be enhanced.
- **Workplace equipment & resources** received an average rating of 4.0/5, indicating potential needs for upgrades.
- **Regular feedback from supervisors (4.1/5)** could be improved to ensure continuous professional development.

Conclusion & Recommendations

Overall, employee satisfaction at EMUNI remains **strong**, with an **average overall score of 4.5/5** across all indicators. Employees value professional development, flexible working conditions, and clear job expectations. However, the university could focus on **improving workplace resources, increasing supervisor feedback, and enhancing cooperation among organizational units**.

As part of ongoing improvements, **EMUNI will continue supporting staff development through training programs and fostering open communication between teams**.

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 56th session the EMUNI President's proposal for raising EMUNI Inner Circle fees starting 2023.

19 members joined it with the payment of the annual Membership fee in the amount of 1.500,00 euros.

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.

In 2024 EMUNI repurchased 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

- Monitor the need to update or 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. 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 2024, the number of GA institutions cooperating with EMUNI in projects (Fishaqua, Med2Iah, 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).

The number of social media followers has increased significantly 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. 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.

EMUNI management had organised meetings with different Slovenian government ministries and services. 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 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. In addition, EMUNI should aim for more engagement and interaction with its followers to raise the profile of its activities and educational programmes. It is foreseen that to gain new followers and more interaction on posts, EMUNI will need to post more regularly during events. Instagram also requires more attention with one strategy being to improve the page in 2025 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)

5.1 Improper or unexpected effects of the Work Programme implementation

There were no improper effects of the implementation of the Work Programme in 2024.

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

The basic objectives of the Annual Work Programme 2024 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.

Five new study programmes were prepared for the consideration of the EMUNI Senate and eventually adopted by the EMUNI Senate in 2024, of which two were submitted for accreditation.

EMUNI was very productive in 2024 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 2024, commended the EMUNI management and staff for the number and quality of activities implemented in 2024.

The number of incoming and outgoing mobilities conducted for staff was much greater than in previous year. We successfully organised 2 mobilities for traineeship for students, 10 staff mobilities for training and 2 staff mobilities for teaching.

5.3 Assessment of business efficiency and effectiveness

In 2024, EMUNI University generated €1,014,347.26 in revenues from public finances (MHESI and EU projects), tuition fees, and other sources of financing. This represents an increase of €252,676.22 compared to 2023, showing substantial growth over the previous year. However, total revenues remain slightly below the 2022 level, indicating the need for further income diversification. The table illustrates the inflows over the past three years by source of funds. The largest share of 2024 revenues came from MHESI funding (€700,000.00), EU projects (€242,891.29), and other sources. Notably, MHESI funding more than doubled compared to 2023, marking a significant positive development.

5.4 Assessment of the functioning of internal control of public finances

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/> . 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:

5.5 Explanations regarding areas where objectives have not been achieved.

We note that the key annual targets and indicators for 2024 have been mostly achieved.

Marketing campaign and online marketing and outreach activities have been quite successful, considering the increased number of social media followers. The number of students' applications and enrolled students in the degree programmes at EMUNI has not been accomplished.

Since enrollment numbers are still relatively low, EMUNI should consider exploring new approaches to attract more students. One potential strategy is to reach out to Slovenian and other companies, presenting EMUNI's study programs as an opportunity for their employees to further their education. This could encourage companies to sponsor their employees' studies at EMUNI.

Additionally, for students who are not eligible for scholarships, EMUNI could offer internship opportunities that allow them to partially cover their tuition fees through work.

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.

5.6 Assessment of the effects of operations on other areas

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

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

EMUNI is responsive to the changes in the environment, where it is operating and is constantly re-evaluating its priority areas and re-aligning them with the current policies, including those elaborated within the Union for the Mediterranean. In the year 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 16th Annual EMUNI Conference, held in October 2024 in Piran, Slovenia, focused on ancient hydrologic systems and water management in the Mediterranean region. The event brought together experts from various disciplines to discuss the implications of sustainable water

management, the role of higher education in regional cooperation, and the intersection of environmental policy and scientific research.

A key segment of the conference explored the role of higher education as a bridge between different Mediterranean regions. The discussions highlighted how academic institutions can contribute to policy development, knowledge exchange, and collaborative research, ultimately fostering stronger ties between countries. The impact of education on sustainable resource management was a central theme, with an emphasis on integrating traditional knowledge with modern scientific approaches to address pressing challenges such as water scarcity and climate resilience.

The scientific sessions focused on sustainable water management, water diplomacy, and the preservation of historical hydrologic systems. Experts shared insights on balancing economic development with environmental conservation, particularly in regions where water resources are limited. The discussions emphasized the importance of multi-sectoral cooperation, where scientific research informs policy decisions, infrastructure planning, and resource management strategies.

Beyond academic discourse, the conference also explored the broader socio-economic and cultural impacts of sustainable water management. Participants had the opportunity to visit local sites where traditional water management practices are still in use, demonstrating the practical application of historical knowledge in contemporary sustainability efforts. These experiences reinforced the idea that preserving cultural heritage and environmental sustainability are interconnected, influencing tourism, economic resilience, and regional identity.

Overall, the conference underscored the far-reaching effects of research and education on policy-making, environmental conservation, and economic development. By integrating scientific knowledge with cultural and policy perspectives, the event contributed to a broader understanding of how regional cooperation and interdisciplinary collaboration can help address water-related challenges in the Mediterranean and beyond.

5.7 Key highlights and summary

Objective 1: Enhancing Communication and Outreach

- EMUNI increased social media engagement through Facebook, Instagram, LinkedIn, and TikTok, ensuring broader institutional visibility.
- Targeted PR campaigns and student recruitment initiatives, such as participation in student fairs in Istanbul, Cyprus, Tunisia, Morocco, and Egypt, were successfully implemented.
- The university strengthened digital communication strategies through interactive tools, updated media campaigns, and website enhancements.

Objective 2: Ensuring Quality Educational Programs

New Study Programs Submitted for Accreditation:

Master's Programs:

- Master's in Digitalisation and Human Rights: Focuses on the intersection of digital transformation and human rights, addressing challenges such as data privacy, digital governance, and ethical AI.
- Master's in Sports Management: Aims to develop expertise in managing sports organizations, events, and policies with a focus on international and Mediterranean sports industries.
- Master's in Comparative Business Law: Explores international and comparative aspects of business law, with an emphasis on Euro-Mediterranean legal frameworks.

PhD Programs:

- PhD in Comparative Corporate Governance: Examines governance models, regulatory frameworks, and corporate ethics across different jurisdictions.
- PhD in Kinesiology for Quality of Life: Focuses on the role of physical activity and sports science in improving health, well-being, and quality of life.

These programs are currently in the accreditation process, expected to be completed by March 2025. If approved, they will be included in the application call for the academic year 2025/2026.

Objective 3: Fundraising Initiatives

- EMUNI secured increased funding through donor engagement and new financial sustainability strategies.
- The establishment of a scholarship fund for students from the Southern Mediterranean enhanced inclusivity and support for higher education accessibility.
- Improved financial tracking mechanisms were implemented to monitor fundraising efforts and membership contributions.

Objective 4: Promoting Educational Programmes

- EMUNI intensified student recruitment efforts through tailored brochures, direct outreach, and digital marketing campaigns.
- The addition of a pre-enrollment button on the university's website simplified the application process and improved the student experience.
- Feedback from prospective students was collected to enhance promotional materials and refine recruitment strategies.

Objective 5: Institutional Status and Governance

- Steps were taken to advance EMUNI's recognition as an international organization, improving institutional credibility and global partnerships.

- Governance processes were reviewed and refined to ensure more efficient decision-making and regulatory compliance.
- Internal assessments focused on improving institutional efficiency and transparency.

Objective 6: Strengthening Partnerships

- EMUNI expanded its network by formalizing partnerships with universities and research institutions across the Mediterranean region.
- New collaborative research projects and student/faculty exchange programs were launched to strengthen academic cooperation.

Objective 7: Intercultural Dialogue and Science Diplomacy

- The 16th Annual EMUNI Conference focused on Mediterranean water management, engaging researchers, policymakers, and academics.
- High-level discussions, such as the panel on higher education as a bridge between Mediterranean shores, fostered intercultural collaboration.
- EMUNI actively participated in the UfM Higher Education Stakeholders' Meeting in Lisbon to promote science diplomacy initiatives.

Objective 8: Improving the Working Environment

- Staff satisfaction surveys were conducted to assess workplace conditions and institutional culture.
- Measures were implemented to improve working conditions, fostering a more inclusive and supportive environment for faculty and staff.

Objective 9: Advancing Sustainable Development

- EMUNI initiated sustainability projects, integrating climate change and social inequality topics into research and education.
- The Euro-Mediterranean Student Empowerment Fund was established to support students committed to sustainable development.
- Collaborative initiatives with partner institutions focused on addressing key sustainability challenges in the region.

5.3 Implementation and Monitoring

To ensure the successful implementation of the assessment framework, EMUNI will adopt the following approaches:

- **Data Collection and Analysis:** Utilize surveys, performance metrics, and benchmarking tools to gather quantitative and qualitative data.
- **Stakeholder Engagement:** Establish regular feedback sessions with students, faculty, and external partners.
- **Annual Review Reports:** Develop comprehensive assessment reports to review progress and identify areas for improvement.

- **External Evaluations:** Collaborate with external quality assurance agencies to validate assessment findings and implement best practices.

By aligning assessment and quality assurance measures with EMUNI's strategic objectives, the institution aims to ensure continuous improvement, enhance academic excellence, and strengthen its role as a leading university in the Euro-Mediterranean region.

EMUNI's Action Plan for 2024-2029

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

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

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

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

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

	Human Resources Manager	Human resources	0.5 PM
A good overview on the current educational offer, target groups and their needs, labour market in the Euro-Mediterranean region (EUROMED) as well as on future trends in higher education is needed. For this purpose a detailed market study should be carried out as a very first step considering the following aspects: 1. Identification of competitors (a. higher education providers geographically located in the EUROMED and b. Higher education providers with academic offer focussing on the EUROMED area) and analysing their academic offer. 2. In-depth overview of education programs in the partner organisations and identification of the areas of collaboration. 3. Identification of students' target groups and understanding their needs (surveys, literature review, mobility visits to interview young people, education fairs, insights into the employer's needs) 4. Labour market analysis (current and future requirements in the EUROMED) 5. Overview on future trends (educational methods and technologies), strategies (European and national) and expected developments of higher education 6. Overview on project outcomes (i.e. research conducted by EMNES on employment creation, entrepreneurship, labour market, etc.) and proposals to integrate research/project results in the academic offer based on the main findings of the market analysis, required expertise and competencies will be mapped and main areas/fields for development of study programmes will be identified.			
Output 1.2	Pool of EMUNI required expertise and competencies.		Delivery date: 31/08/2024
Output 1.3	List of potential areas/fields for developing study programmes.		Delivery date: 30/09/2024

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

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

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

This involves the following steps: 1. Exploring educational offer of EMUNI partner universities (i.e via Taking advantage of Erasmus + staff mobilities for training 2. Preparation of (pre)proposals to involve potential partners and contact making 3. Create joint study programmes and define joint procedures 4. Accrediting/notifying joint programmes 5. Exploring possibilities to involve current teaching staff and/or attract new teaching staff and students 6. Advertising and communicating joint study programmes as defined in the Advertising and marketing strategy 7. Taking advantage of Erasmus+ staff mobilities for training		
Output 1.8	At least one Joint and/or Dual Master's Degree Programme.	Delivery date: 31/03/2025
Output 1.9	At least one Joint and/or Dual PhD Programme.	Delivery date: 31/03/2026
Output 1.10	At least one new collaborative Summers School.	Delivery date: 31/12/2024

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

	Project Manager	Projects & International	0.25 PM / year
In order to develop joint educational activities within EMUNI Network, a number of steps need to be taken: 1. Exploring educational offer of EMUNI partner universities 2. Preparation of (pre)proposals to involve potential partners and contact making 3. Create joint study programmes and define joint procedures 4. Signing the interinstitutional agreement 5. Accrediting joint programmes by notification 6. Exploring possibilities to involve current teaching staff and/or attract teaching staff and students 7. Advertising and communicating joint study programmes as defined in the Advertising and marketing strategy			
Output 1.11	2-3 Joint Master Programme(s) One Joint PhD		Delivery date: 31/03/2025 Delivery date: 31/03/2026
Output 1.12	One Joint Summer School		Delivery date: 31/03/2025

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

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

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

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

Priority ACTION 2	<i>Consolidating EMUNI network</i>		
Start date	02/04/2024	End date	31/12/2028
Responsible department	Strategic Partnership Unit		
Other involved department(s)	Education Communication & marketing President’s Office		
Linked objectives			
2.1 - Developing EMUNI Knowledge and Innovation Communities . Aiming at: · Students and staff exchanges among the institutions · Enforcing collaboration along projects (esp. EU-funded) · Staff capacity building and educational & research activities · Joint educational activities among the institutions · Sharing best practices in institutional management & fundraising · Capacity Building of South Med Institutions international cooperation & project management offices 2.2 – Enforcing the role of the network as a Think Tank 2.3 – Fostering effective engagement of GA and IC members along the Network Annual Meetings			
Indicator name: Number of institutions actively involved in Inner Circle	Baseline: 28	Means of verification: Number of institutions paying membership fees Participant lists for IC meetings Participant lists for GA meetings Number of jointly submitted proposals (involving at least 3 members)	Target: 30 (2025) 40 (2026) 50 (2028)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Legal basis of the operation

EMUNI is an international university and 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).

EMUNI is a Slovenian legal entity, registered as a higher education private institution. Being registered in Slovenia, it is primarily governed by Slovenian law. Signatories of the Founding agreement who are full members, may exercise the founders' rights in the University in accordance with the Statute of the University.

Basic Legal Basis of The Operation:

1 National:

- Higher Education Act (Official Gazette of the Republic of Slovenia, No. 32/12 - official consolidated text, 40/12 - ZUJF, 57/12 - ZPCP-2D, 109/12, 85/14, 75/16, 61/17 - ZUPŠ, 65/17, 175/20 - ZIUOPDVE, 57/21 - Constitutional Court Decision, 54/22 - ZUPŠ-1, 100/22 - ZSZUN, and 102/23).
- Act on Scientific Research and Innovation Activities (Official Gazette of the Republic of Slovenia, No. 186/21 and 40/23).
- Resolution on the National Higher Education Programme up to 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).
- Rules on Tuition Fees and Other Contributions in Higher Education (Official Gazette of the Republic of Slovenia, No. 157/22).
- Rules on the Diploma Supplement (Official Gazette of the Republic of Slovenia, No. 56/07,

39/12, 38/16, 68/20, 2/23, and 74/23).

- Rules on the Admission Call and Implementation of Admissions in Higher Education (Official Gazette of the Republic of Slovenia, No. 6/22 and 4/23).
- Rules on Tuition Fees and Accommodation in Public Student Dormitories for Slovenians Without Slovenian Citizenship and Foreigners in the Republic of Slovenia (Official Gazette of the Republic of Slovenia, No. 77/16, 25/19, and 56/22).

2. International Acts:

- “Towards a Euro-Mediterranean Higher Education and 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 NonGovernmental 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 Organisations or between International Organisations (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.

3. General Acts of the EMUNI University:

- The EMUNI University Memorandum of Association, adopted on 26 November 2008
- Foundation Charter of the EMUNI University, adopted on 30 November 2008
- Rules of Graduation Annex 3: Basic Instructions on Use of Scientific Apparatus at EMUNI, adopted on 1 March 2016
- Graduation Rules for Master’s Degree Study Programmes at the Euro-Mediterranean University, adopted on 20 June 2018
- Graduation Rules Annex 1: Structure of the Proposal of the Master's Thesis at EMUNI University, adopted on 20 June 2018
- Rules on the Content and Format of Diplomas and Certificates of Education at the EuroMediterranean University, adopted on 20 June 2018
- Guidelines for the Appointment of the Habilitation Commission, Its Role and Function at the Euro-Mediterranean University, adopted on 20 June 2018

- Guidelines for the Appointment of the Quality Assurance Commission, Its Role and Function at the Euro-Mediterranean University, adopted on 20 June 2018
- Guidelines for the Appointment of the Commission for Student and Study Affairs, Its Role and Function at the Euro-Mediterranean University, adopted on 21 April 2020
- Quality Manual at Euro-Mediterranean University, adopted on 25 March 2021
- Criteria for the Appointment to the Titles of Researchers and Higher Education Teachers and Associates at the Euro-Mediterranean University, adopted on 25 March 2021
- Rules on the Assessment of Knowledge at the EMUNI University, updated on 14 September 2021
- Rules on the Monitoring of the Actual Student Workload at EMUNI, updated on 14 September 2021
- Rules of Graduation Annex 2: Basic Instructions for Written Assignments at EMUNI, adopted on 15 October 2021
- Rules on Students with Special Needs and Talents at the EMUNI University, adopted on 2 March 2022
- Non-discriminatory Policy at the EMUNI University, adopted on 2 March 2022
- EMUNI University Gender Equality Action Plan, adopted on 15 September 2022

Since April 2024, the following legal acts (rules) were enacted:

- Act on systematization, adopted on 17 April 2024
- Rules on working hours, adopted on 17 April 2024
- Rules on signing and labelling documents at the Euro-mediterranean university – EMUNI, adopted on 22 May 2024
- Rules of procedure for the appointment of the staff representative to the management board of EMUNI university, adopted on 28 May 2024
- Rules on the establishment and operation of the Euro-mediterranean university knowledge and innovation centres, adopted on 6 June 2024
- Rules of procedure for the selection and appointment of EMUNI Ambassadors, adopted on 28 August 2024 (to be confirmed by MB)
- Rules of the scholarship fund of the Euro-mediterranean university EMUNI, adopted on 28 August 2024
- Rules for rewarding exceptional work at EMUNI university, adopted on 22 October 2024

- Rules on the right to disconnect, adopted on 22 October 2024
- Amendments to the Statute of the Euro-Mediterranean University, adopted on 10. October 2024
- Rules on research and development activities at the Euro-Mediterranean University, adopted 22 November 2024