



UNIVERSITETI I EVROPËS JUGLINDORE  
УНИВЕРЗИТЕТ НА ЈУГОИСТОЧНА ЕВРОПА  
SOUTH EAST EUROPEAN UNIVERSITY

# Self-Evaluation Report

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2017-2018

The Self Evaluation Commission  
SOUTH EAST EUROPEAN UNIVERSITY | NOVEMBER 2018



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## 1. Introduction

This report covers the period from 1 September 2017 through 31 August 2018. During this period, South East European University celebrated its 16th anniversary.

South East European University provides degree instruction in three cycles (undergraduate, M.A. and PhD) across five Faculties—Business and Economics; Contemporary Sciences and Technologies; Contemporary Social Sciences; Languages, Cultures, and Communications; and Law. The University consists of two campus locations, one in Tetovo and one in Skopje. The University also includes two specialist centres, the Language Centre (for non-degree language instruction) and the ELearning Centre (for developing and expanding computer skills). The University operates on a 'flexible use of languages policy,' and all formal documents and procedures are conducted in the University's three official languages: Albanian, English, and Macedonian. Although the majority of students come from the Republic of Macedonia, SEEU continues to attract numerous students from Kosovo, the Preshevo Valley, and Albania, particularly for the postgraduate programmes.

The University engages in multiple efforts to provide assistance and support for students. All Faculties have dedicated Student Advisors, and there is a special M.A. student advisor. The Student Parliament conducts open elections, and elected representatives participate in a broad variety of University functions, from the Faculty 'quality teams' to the University Senate. The University maintains a Career Centre that provides job-search training, conducts practice interviews, distributes employment announcements, runs a 'career fair,' and oversees internship opportunities. Some students contribute to funding their own education by participating in the University's 'work and study' programme, whereby parts of student tuition may be defrayed by working for the University. The SEEU TechPark offers a business incubation opportunity for young entrepreneurs, allowing them access to the University's skills and resources in the start-up phases of new endeavours.

SEEU remains committed to its mission to provide excellent education, irrespective of native language, gender, ethnicity, religion, or political beliefs. Yet it must be acknowledged that the general circumstances for higher education in the Republic of Macedonia remain challenging. There are multiple state universities offering comparatively inexpensive educational opportunities. The incoming generation of undergraduate students were born primarily in 2000 or 2001, which were years of uncertainty and concomitant reduced birthrates in the Republic of Macedonia. This trend, combined with the acceleration of emigration from the Republic of Macedonia, means that the pool of available students is smaller than it has been in the recent past.

Despite the serious nature of the challenges facing SEEU, it remains committed to the founding vision of Max van der Stoel, of providing educational opportunities in Albanian, Macedonian, and English at a level comparable with strong Western universities. The ongoing popularity of SEEU programmes and curricula indicate that the University continues to fill a unique position in the higher education environment of the Republic of Macedonia.

## 2. Achievements

During the period covered by this report, South East European University again received substantial financial support from the Government of the Republic of Macedonia, which provided the University with 500,000 Euros. This generous subvention enables the University to provide scholarships to many students who might otherwise find the tuition costs burdensome to their families. The University is grateful for this support, and believes that it recognizes the institution's firm commitment to producing thoughtful, informed, and culturally tolerant graduates.

SEEU continues to maintain strong links to the international and diplomatic communities in the Republic of Macedonia, and during the period of this report the University was honoured to host the Ambassadors of the European Union, the United States, and Italy, as well as the OSCE High Commissioner for National Minorities. In addition, the Pro-Rector for International Relations had the opportunity to meet formally with the Ambassador of the People's Republic of China. The University continues to pursue opportunities for international cooperation at both the institutional level (through Memoranda of Understanding or Cooperation) and the individual (through student mobility exchanges, such as the Erasmus programme).

The University continued to serve as a locus for regional scholarship and debate by hosting multiple academic conferences during the period covered by this report. Among the topics that served as themes for these conferences were 'Business and Education in the 21<sup>st</sup> Century,' 'Challenges and Perspectives in Public Sector Governance,' 'The European Union and the Refugee Crisis,' and 'Multiculturalism and Language Contact.' The breadth of these topics is illustrative of the variety of SEEU fields of research, and their discussion allows SEEU students and staff to exchange ideas with distinguished guests from international and regional academia.

In February of 2018, SEEU signed a memorandum of understanding with the University 'Hasan Prishtina' in Kosovo. The signing ceremony, scheduled to coincide with the 10<sup>th</sup> anniversary of the independence of Kosovo, was attended by the Rectors of both universities, and intends to promote cooperation, collaboration, and mobility exchange between these two regionally important institutions.

On 8 June 2018, the SEEU governing Board selected Academician Professor Dr. Abdylmenaf Bexheti to serve as the University's third rector. Rector Bexheti was formally invested with his new responsibilities on 12 September 2018.

## 3. Structure: Faculties and Centres

South East European University occupies two independent but mutually supportive campuses, in Tetovo and in Skopje. The University's internal structure is primarily separated into five Faculties:

- ★ Faculty of Business and Economics;
- ★ Faculty of Contemporary Sciences and Technologies;
- ★ Faculty of Contemporary Social Sciences;
- ★ Faculty of Languages, Cultures & Communications;
- ★ Faculty of Law.

It should be noted that the Faculty of Contemporary Social Sciences is a reconfigured and refocused iteration of the Faculty formerly known as Public Administration and Political Sciences. All SEEU undergraduates take some form of language instruction (provided by the Language Centre), IT instruction (provided by the E-Learning Centre), and "free electives" (diverse subjects available across the disciplines). With these exceptions, students study entirely within their own Faculties. Research is conducted by staff and students on individual and collaborative bases, with the general assistance of the Research Office and the two Research Institutes of the University: the Max van der Stoel Scientific Research Institute, and the Institute for Environment and Health.

### 3.1. Faculty of Business and Economics

The Faculty of Business and Economics remains the largest Faculty in the University, as measured both by student enrolment and numbers of staff. It offers instruction in all three cycles, with four programmes in the first cycle, seven second cycle programmes, and two third cycle programmes. Additionally, there are two specialized second cycle programmes that are organized in cooperation with the local business community.

The Faculty of Business and Economics continues to cooperate with scientific institutions, the business community and public and private institutions in the country and beyond. Within its framework, the FBE (in cooperation with the Business Academy) has organized two roundtables with business representatives and Faculty academic staff. Additionally, in May 2018, the Faculty organized the second scientific conference entitled "Business Education in the 21st Century," which drew participants from Macedonia, Albania, Kosovo, Georgia, Ukraine and other European countries. At this conference the Faculty had the honour to have the main speaker of the Faculty, Dr. P. Sergius Koku of Florida Atlantic University, address the participants.

The Faculty has focused on building community relations, and in the period covered by this report it organized three open lectures with high school graduates on the Faculty premises; arranged meetings with the parents of first year students; and organized a summer camp with 120 high school graduates from the country and other activities. FBE academic staff are active in various research projects and training sessions that are organized internally and externally, and all academic staff members participate in international conferences and have published scientific papers or university books in their field of research. Finally, the Faculty of Business and Economics continues to support staff and student mobility initiatives, and in the period of this report had 4 professors and 12 students who participated in the Erasmus + programme.

### 3.2 Faculty of Contemporary Sciences and Technologies

The Faculty of Contemporary Sciences and Technologies continued to offer instruction in all three cycles with the primary focus being on the burgeoning fields of computers, technology, data, and electronics. Continuing recent trends, the CST Faculty maintained a highest rate of graduate employability, with 76.30% employed from the data of the SEEU Alumni Destination Survey 2017.

Outside the classroom and the laboratory, the main foci of the CST Faculty in the period of this report have been 1) building stronger relations with local and international business and entrepreneurial communities, and 2) increasing the international profile of CST programmes, instructors, students, and alumni. In support of these aims, CST has worked collaboratively with the SEEU TechPark to secure internships for our students, and has had 15 staff members participate in international conferences in their fields of research specialization. Two CST staff members participated in the Kiel University Staff Development Programme. The Faculty continues to support the staff to write research proposals with the main purpose of getting external funds as well as increasing the visibility of the Faculty, both on national and international levels. Finally, CST has completed two major research projects and continues to serve as a lead in SEEU-administered project 'Children With Visual Impairments,' which is sponsored by the Lions Club International Foundation, and USAID.

During the period covered by this report, the CST Faculty have had a total of 13 students who participated in the Erasmus+ program. Universities involved in this exchange have been Linnaeus in Sweden, NTNU in Norway, the University of Bamberg in Germany, the University of Vistula in Poland, the University of Varna in Bulgaria and the University of Lichtenstein in Lichtenstein.

### 3.3 Faculty of Contemporary Social Sciences

The Faculty of Contemporary Social Sciences is the new conception of what was formerly the Faculty of Public Administration and Political Sciences. During the Academic Year 2017/2018, the Faculty of PAPS faced an unprecedentedly low number of student intake in the first and second cycles. In order to respond to the situation the Faculty undertook a combination of actions and interventions, decided upon in an inclusive process of consultation involving the staff, current students, and relevant stakeholders from the community. In addition to creating and accrediting new programmes, the PAPS Faculty rebranded itself with its new identity as the Faculty of Contemporary Social Sciences.

As newly conceived, the Faculty of CSS has focused on increasing the academic offer of the first and second cycle programmes according to labour market needs and trends. Accordingly, the Faculty accredited two programmes (Public Management and Public Policy, and Political Science and International Relations), which are functional beginning in the Academic Year 2018-2019. Moreover, the Faculty endeavored to promote these programmes through visits to High Schools in Macedonia, Kosovo and the Preshevo Valley, an effort undertaken in concert with the parallel creation of a networking platform for connecting the Faculty with our graduated alumni. The Faculty of CSS also pursued additional forms of collaboration with High Schools, specifically training for teachers and students.

In addition to these promotional and recruitment activities, the CSS Faculty has organized two successful scientific conferences in the period covered by this report. The first conference, entitled 'Governance in the Public Sector,' was realized in May 2018, and the second conference, 'Beginning Political Pluralism in Macedonia,' was planned throughout spring and summer, and realized in October 2018.

### 3.4 Faculty of Languages, Cultures, and Communications

The Faculty of Languages, Cultures, and Communications is divided into four constituent departments, offering instruction in the fields of linguistics, pedagogy, and the numerous disciplines of communications: the Department of Albanian Language and Literature; the Department of English Language and Literature; the Department of German Language and Literature; and the Department of International Communications. The Department of Albanian Language and Literature offers postgraduate instruction in the second and third cycles, whilst the other Departments offer instruction in all three cycles.

During the period of this report, the Faculty of Languages, Cultures, and Communications continued to have the highest number of Erasmus + student mobility participants in the University. In this period 19 LCC students spent at least one semester at one of the following participant universities: the University of Education, Heidelberg; the University of Graz; the University of Klagenfurt; ICES La Vendee; Ljubljana University; the University of Calabria; and Dalarna University. Additionally, three Erasmus students from abroad attended LCC classes for a semester, two from France and one from Germany. Finally, four additional LCC students from the German Department spent one month at the Universities of Zug and Lucern.

The Faculty also maintained its ongoing cooperation with the University of Zug in terms of learner autonomy workshops. The most recent was hosted in February 2018, in SEEU, and the next will occur in late 2018, in Zug. The English department provided teacher training in the Preshevo Valley in December 2017, and organized a workshop for teacher training in pedagogical methodology in spring of 2018. The English department was also honoured to host visiting lectures by the distinguished scholar, Prof. Majid Magamis, of Tafila Technical University, Jordan. Finally, all departments additionally participated in curriculum review and reaccreditation processes.

### 3.5 Faculty of Law

The Faculty of Law offers instruction in two major programme fields at the undergraduate level—Legal Studies and Criminalistics and Security—whilst expanding those offerings in the postgraduate cycles to include Civil Law, Criminal Law, International Law, Cybercrime, and Constitutional and Administrative Law, among others.

In the period covered by this report, the Law Faculty pursued numerous initiatives, among the most notable of which were: the introduction for the first time of BAR exam preparation for current MA students and other graduated lawyers; the visit of a leading expert from the EU Commission, Reinhard Priebe, who taught a course on human rights for MA students; the organization of an international conference on the theme “Corruption in Higher Education” (in cooperation with both the Institute for Strategic Research and Education and with the US Embassy in Skopje); the organization of the second annual regional conference for students of the law faculties; the successful participation of Law students in the moot court competition held at Goce Delcev University in Stip; the organization of a round table on the topic: “Labor relations, current problems and legal framework for their solutions, with emphasis on job discrimination”; and the organization of training sessions for students on

the theme of “Equality in Judiciary, Security in Life” (in cooperation with the CLRA—the Center for Legal Research and Analysis).

Other notable developments for the Faculty of Law included the Faculty’s attempt to broaden its international prominence, notably through the visit of two American public prosecutors and their lecture on terrorism and hate crimes; through the visits of EU ambassador Samuel Zbogar and the Italian ambassador Carlo Romeo; and the visiting fellowships of Professors Jan Muss and Daria Lebedeva. Additionally, four students from the Law Faculty participated in the Erasmus+ program in the Universities of Bologna and Deusto, while 2 additional students from France attended a semester at SEEU. Members of the academic staff were actively engaged in presenting their research in international conferences and journals, and two members of the academic staff successfully defended their PhD dissertations.

### 3.6 The Language Centre

The SEEU Language Centre offers language instruction to all undergraduate students in the University, with the exception of those who are specializing in language disciplines in the LCC. Accordingly, it serves almost the entire student body, and contributes substantially to the institutional support of the University’s multilingual model of education and community.

In the period covered by this review, some of the main developments for the Language Centre were related to the incorporation of professional skills into the Advanced English and Advanced Academic English programmes. Syllabi for these courses were modified to include more professional components and specialized language usage. English for Specific Purposes (ESP) classes were split, to accommodate specialized ESP for different study programmes. The Language Centre staff also created four new proficiency tests, with the assistance of an LC Fulbright visitor, Ellie Dawson, who was also instrumental in the LC creation of two writing clubs.

In addition, the Language Centre staff maintained a high commitment to University promotional initiatives. Among the most notable of these were the continuation, for an additional five years, of the contract for language instruction provided by LC staff to the United States Embassy staff, Skopje; additional non-degree language instruction provided to businesses and non-traditional learners in the Tetovo vicinity; the organization of a Language Fair to contribute to the Open Day promotions; widespread LC staff participation in high school student recruitment visits; the celebration of Italian Language week in the Skopje campus; the hosting of an American Camp in the Skopje campus for students studying English; and the April 2018 National Spelling Bee, organized in cooperation with the Red Cross of Ohrid and the Peace Corps.

### 3.7 The E-Learning Centre

The E-Learning Centre started to operate at the beginning of the opening of the University from September 2001, to assist the University community—both students and teachers—in exploiting the potential of technology to enhance teaching and learning. The Centre offers excellent conditions for the incorporation of E-Learning to support students’ studies and

staff research. The E-Learning Centre provides access to four computer labs with over 80 modern computers and one multimedia lab equipped with the latest technologies. Additionally, the Centre offers students free elective courses on Microsoft office software (Word, Excel, PowerPoint and more).

The Centre also assists the University community in exploiting the potential of technology to enhance teaching and learning. It provides support for the development of interactive, online supplementary material for traditional courses and organizes training workshops related to the development and delivery of online material. Thus, during the period of this review, the Centre pioneered the use of the Google Classroom and supported staff and students in employing this new platform. Google Classroom allows teachers to create classes, design assignments, communicate with students, organize folders, and view student work online and in a continuous way.

The mission of the E-Learning Centre is therefore twofold: it provides training and assistance for the University staff and students, and it provides support and access to up-to-date technology and learning platforms.

## 4 Quality Enhancement

The University Office for Quality Assurance (QA Office) has continued to play its critical role in ensuring that the teaching, learning and other services to students, staff and community are performed to a high standard of excellence. The University QA Office has undertaken various activities from three main areas in order to reach this objective.

With regard to improving learning and teaching, it has successfully implemented the new peer observation scheme with an extended focus on content, assessment and effective use of digital tools. The online student evaluation survey was piloted and it resulted in a high student response rate in the first semester, as well as identifying areas for improvement in the future. In liaison with other University structures and services, data obtained through these processes were considered in order to develop an effective, motivating individual staff performance profile linked to staff evaluation and promotion. The Office continued to offer appropriate general and individual training to new observers and new staff. It has also contributed to establishing closer cooperation with the community by producing graduates tailored to labour market needs, particularly through monitoring the implementation of the new internship scheme. Similarly, the new tutoring programme offered a more personalized approach to teaching and learning and stronger support for newly enrolled students.

From the point of view of quality management - strategic planning, structures and use of evidence, the QA Office has continued to support the activities of the Boards for Cooperation and Trust with the Community (Faculty Quality Teams). One of the main elements of this has been a focus on professional competences and career development. The development of the dual audit system for performance evaluation has been actively maintained through various activities. A detailed action plan for the implementation of the recommendations of the Institutional Evaluation Programme (IEP) has been compiled after the realization of two site visits

as part of the project “Skills Development and Innovation Support Project” (SDISP), implemented by the Government of the Republic of Macedonia through the Ministry of Education and Science.

The QA Office has organized effective and efficient professional development staff training sessions based on identified needs in order to motivate and attract the most qualified staff, and to preserve the already advanced institutional quality culture.

## 5 Teaching and Learning

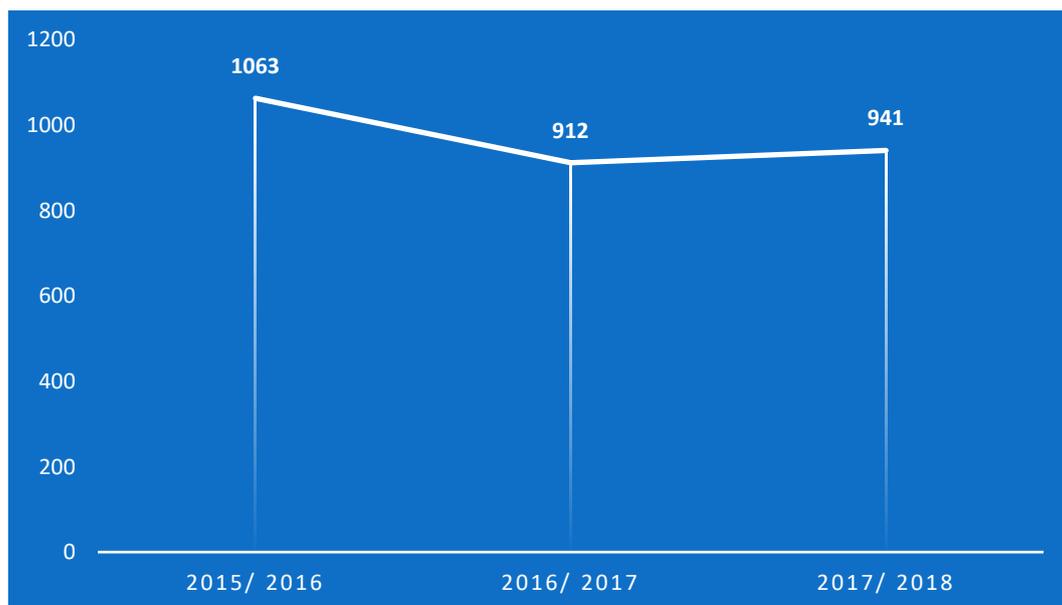
### 5.1 Programmes and Status

During the period of this review, SEEU has offered first, second, and third cycle instruction in all five Faculties. The M.A. and PhD programmes require both in-class instruction and, later, a researched thesis that is defended in a formal public oral examination. All SEEU M.A. and PhD theses are mentored by mentors accredited by the Ministry of Education of the Republic of Macedonia and are—with rare exceptions—SEEU full-time staff.

The data given below describe the student lifecycle, from enrolment to graduation.

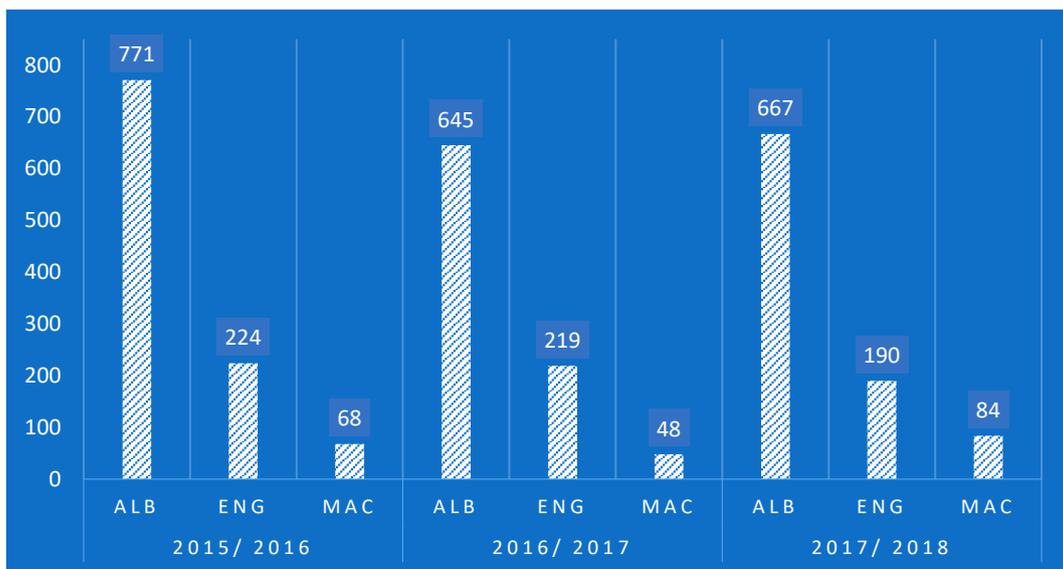
### 5.2 Student Enrolment

Graph 1 presents the total enrolment data for the academic years 2015-2016-2017-2018. As may be seen, enrolments were down between the academic years 2015-2016 and 2016-2017, although the 2017-2018 year had slightly higher enrolment than in the academic year 2016-2017. The general fluctuations are consistent with enrolment of approximately 1000 students each academic year, with positive deviations of approximately 20-100. These numbers differ slightly from previous reports because of a new method employed here of data aggregation, and the slightly different time of term when the enrolment is measured for this report.



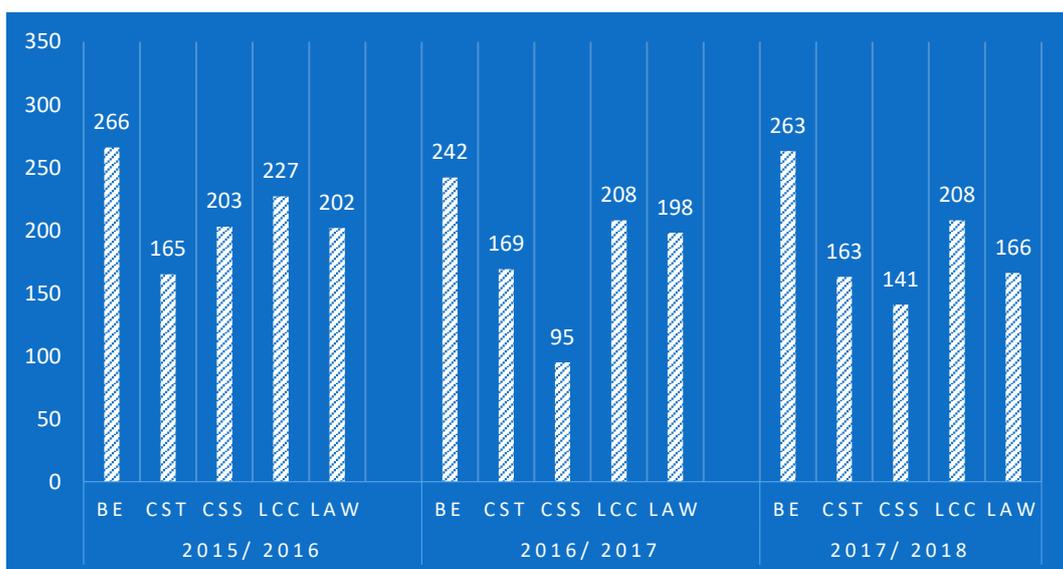
**GRAPH 1. TOTAL ENROLMENTS BY ACADEMIC YEAR**

Graph 2 illustrates the enrolment figures by language of study. The data continue to show that Albanian language instruction continues to be the most popular academic offering of the University. English language instruction follows the trends seen in recent years, holding the position as the second most popular academic offering. Again, approximately one in five SEEU students chooses to study primarily in English. Gratifyingly, the Macedonian language offerings show a slight rebound of enrolments, both in percentage and total numbers. Nearly twice the number of students chose Macedonian language offerings in 2017-2018 than did so in 2016-2017.



**GRAPH 2. TOTAL ENROLMENTS**

Graph 3 reports the total enrolments by Faculty for the past three years. As may be seen, the Faculties remained generally consistent in 2017-2018 with the enrolments of previous years, but with Law noting a decrease of almost 30, B&E seeing an increase of 20, and the reformulated PAPS/CSS Faculty recording a healthy increase of nearly 50.

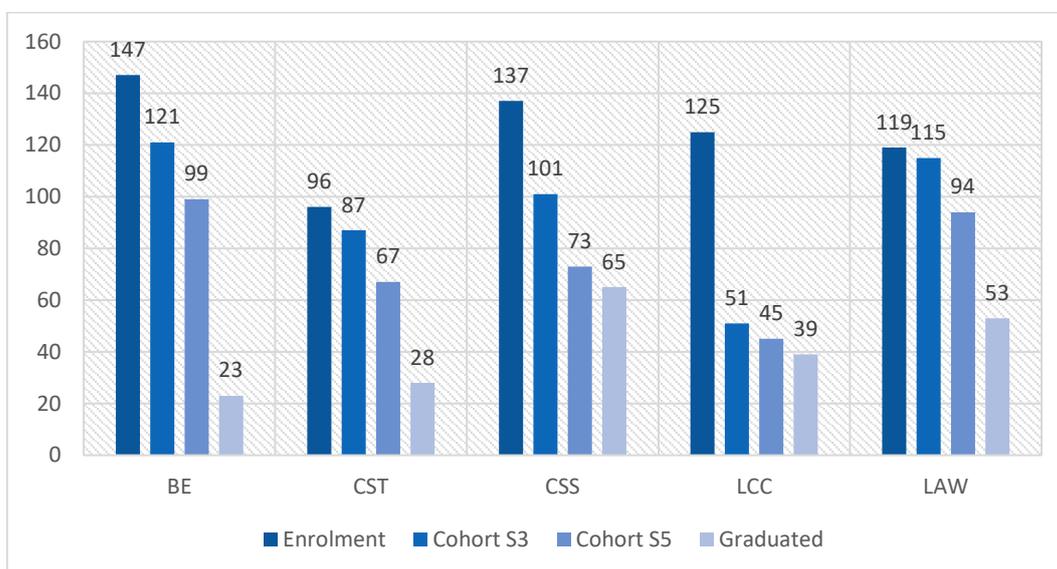


**GRAPH 3. TOTAL ENROLMENTS BY FACULTY**

### 5.3 Student Retention

Student retention and graduation are key indicators of institutional success or failure. Although a small proportion of students may withdraw for various causes (academic failure, family pressures, illness, financial difficulty), it is generally considered an institutional weakness to have high percentages of withdrawal or other failures to graduate.

Graph 4 displays data relating to on-time graduation. These data are current as of 10 November 2018. On-Time graduation is defined as the percentage of students who complete their studies in the three-year period intended by the academic curriculum. The data reveal that the highest on-time graduation rate for the most recently graduated cohort (2015-2016) was achieved by the Faculty of Public Administration and Political Sciences; the lowest on-time graduation rate for that cohort was achieved by the Faculty of Business and Economic. The University clearly continues to see too high a general discrepancy between enrolments and on-time graduation.



**GRAPH 4. RETENTION AND ON-TIME GRADUATION BY FACULTY**

### 5.4 The Career Centre and Employability

The SEEU Career Centre provides students support in multiple areas relating to job seeking, internship, and employment. During the student lifecycle, the CC advises and assists students to obtain their required internships, and to document these internships properly. The Centre also provides regular student training on job skills, such as practice interviews, c.v. writing workshops, and career advice. The Centre also disseminates job postings and positional vacancies among the current and graduated students, as well as organizing an annual Career Fair for students and graduates to meet employers from business, government, and the NGO sector. Finally, it retains contact with graduated alumni, and conducts periodic surveys of their experience after graduation. (The data presented here on employability results from that survey).

The data show that the overall employment rate of graduates for 2016 (the most recent cohort of graduates surveyed) is 51%, yet this number should be understood contextually, as

an additional 7% report themselves unemployed by choice (usually for family reasons) and an additional 12% report themselves to be continuing their studies either at SEEU or elsewhere, by choice. Thus it is estimated that the effective unemployment rate of graduates is likely 30%, of whom 21% report themselves as unemployed, and the remaining 9% report themselves to be continuing their studies because of unemployment.

When considered by individual Faculty, the highest rate of graduate unemployment is seen in the Faculty of Law, with 49% unemployment. The Faculty of Public Administration and Political Sciences (now CSS) had the second highest unemployment rate amongst graduates, with 47%. The Faculty of Languages, Cultures and Communications followed, with an unemployment rate of 34%, while the Faculty of Business and Economics reports an unemployment rate of 33%. The lowest unemployment rate is found in the Faculty of Contemporary Sciences and Technologies, which records an unemployment rate of 24%.

Taken individually, male graduates report a lower (32.20%) unemployment rate than do female graduates (44.70%). Significant gradations of employment may also be seen when student employability is considered by the ethnicity of the respondents: graduates of Albanian ethnicity report an unemployment rate of 39.70%; graduates of Macedonian ethnicity report an unemployment rate of 29.10%; and graduates of other ethnicities report an unemployment rate of 100% (which is considered a statistical anomaly based upon the low number of responses from this group).

The employability survey provides ambiguous indications of the relation between academic success and finding employment. Among those surveyed, those graduates with a cumulative G.P.A. of between 6-7 had an employment rate of 62.70%; those with G.P.A.s from 7-8 had a 59.60% employment rate; those with G.P.A.s from 8-9 had a 53.80% employment rate; and those with G.P.A.s from 9-10 had an employment rate of 71.10%. Thus the group most likely to be employed were those with the highest level of academic success; disconcertingly, the group second-most likely to be employed were those with a cumulative G.P.A. of between 6-7. This suggests that more work needs to be done to align skills building and student assessment with the needs of the practical labour market.

It should be noted that all of these data derive from self-reporting by those graduates who chose to respond to Career Centre surveys, and cannot be independently verified for accuracy without violating graduate privacy and confidentiality.

## 5.5 Alumni Association

The Alumni Association is envisioned in the Statutes of the University, but does not exist in any meaningful sense. This is a critical loss to the University community. A strong Alumni Association could provide the University with professional advice, career assistance, external stakeholder support, and recruitment and promotion advocacy. At present, Alumni outreach is largely restricted to Faculty initiatives and the professional contacts of the Career Centre.

It must be a major priority of the University to initiate and support the refounding of a functional Alumni Association, and to align the priorities of the revived Alumni Association with the needs and strategic planning of the University.

## 6 Research

Research is one of the main institutional commitments of South East European University. In the most recent Shanghai Jiao Tong rankings, SEEU is ranked number two in the Republic of Macedonia for research achievement. Research is embedded in numerous areas of the University. Students in both the M.A. and PhD programmes are required to conduct and publicly defend original research to obtain their degrees. Additionally, academic staff are required to contribute to the research of their fields, as evidenced by public presentation in conferences or in peer-reviewed journal publications, as a condition of professional advancement.

The Research Office is the general coordinating office for University research. It fulfills numerous functions in support of SEEU research: it recommends and publicizes conference opportunities and reputable calls for papers; it investigates—and cautions against—questionable conferences and dubious journals; it coordinates the promotional work of the Central Research Committee; it provides training on research-related subjects; it coordinates the disbursement of the research budget; and it organizes and publishes the *SEEU Review*.

SEEU has what is likely the most egalitarian and generous research support in a Balkan university. All full-time members of the academic staff of SEEU are entitled to up to 700 Euros for research support per year. This funding may be used to defray the costs of conference attendance, translation or editorial assistance, or other research-related costs. During the period covered by this review, the Research Office (under the Provost) approved 51,196 Euros of research support. This support may be specified by Faculty: Faculty of Business and Economics—12,700 Euros; Faculty of Contemporary Sciences and Technologies—8224 Euros; Faculty of Contemporary Social Sciences—8692 Euros; Faculty of Languages, Cultures, and Communications—5055 Euros; Language Centre—10,500 Euros; and Faculty of Law—6025 Euros. These sums enabled the academic staff to maintain their research requirements as specified in the Rule on Promotion in Academic-Scientific Title; during the period covered by this report, no academic member of staff was prevented from advancing in professional title by a failure to produce sufficient research.

The Research Office also publishes the *SEEU Review* under the imprint of DeGruyter, a reputable open-access publishing house specializing in scholarly imprints. The *SEEU Review* is reviewed, edited, and published as a double-blind peer-reviewed journal, and neither accepts nor solicits any payment for any services, reviews, or publication. Publication in the *SEEU Review* is entirely based upon merit and costs the contributors nothing.

In the Academic Year 2017-2018, South East European University hosted multiple conferences, as noted above, with the assistance of the Research Office and the Max van der Stoel Research Institute. Additionally, the Central Research Committee, during the period covered by this report, met nine times, during which they allocated points to the research dossiers of 29 staff members applying for promotion in title, and formulated and approved a revision of the SEEU Research Strategy.

### 6.1 Max Van der Stoel Research Institute

The Max van der Stoel Research Institute is the central body responsible for conference organization and collaborative research in the University. The MVDSRI gathers University

staff and external experts in 'research groups,' which are tasked with conducting research and submitting project proposals and applications. Although the Institute will assist any Faculty in organizing and promoting its conference interests, the main themes addressed by MVDSRI are diplomacy, conflict prevention and management, cultural studies and political sciences.

During the period covered by this review, the MVDSRI hosted conferences, forums, and roundtables. The Institute Forum on "The EU, Refugees and Borders: How does the Republic of Macedonia Matter?" featured a key-note speech by Gerald Knaus, the Director of the European Stability Initiative. The forum was organized by the MVDSRI on the 07<sup>th</sup> of November 2017 at the Lecture Hall, SEEU campus, Skopje. Additionally, the international academic conference "Governance in the Public Sector: Challenges and Perspectives" was co-organized by the Faculty of Contemporary Social Sciences and the Max van der Stoel Institute, 4-5 May 2018. Additionally, the MVDSRI hosted a series of scientific forums on the foreign policy of the Republic of Macedonia toward its neighbours, focusing particularly on topics such as: diplomatic relations, security issues, education, trade, etc. This was co-organized together with the Friedrich Ebert Stiftung, and other universities in Macedonia, during the second half of 2017. A symposium entitled "Regional Security and Neighbourly Relations" was organized by the MVDSRI and the College of Europe, Natolin, Poland. This was attended by 40 scholars from around the world attached to the College of Europe programmes, and by scholars from Macedonia. It was held on April 13<sup>th</sup>, 2018, in the Lecture Hall, SEEU, Skopje.

In autumn 2017 and spring 2018, the Max van der Stoel Institute focused on successfully collecting the scientific papers of scholars who attended the conference "Multiculturalism and Language Contact" in August 2017, organized in cooperation with the Macedonian Academy of Arts and Sciences' Center on Areal Linguistics. These proceedings were published electronically.

Through the research groups the MVDSRI continued to support brainstorming for the development of research capacities, gathering ideas and initiating project applications on current topics and research of interest. Among the themes of these initiatives were 'Good Governance' (organized an international academic conference); 'Inter-Community Relations and Political Dialogue' (organized a series of forums); 'Human rights' (organized a round table in December 2017); 'Multiculturalism and Language Policies' (collected texts, edited and prepared the book volume on multiculturalism and language contact in summer 2018); 'European Studies' (a scientific forum with the director of the European Stability Initiative); 'Preventive Diplomacy and Conflict Resolution' (involved in organizing the symposium with the College of Europe, Natolin, April 2018, on regional security); and the 'Balkan Research Group' (participated actively and represented the Institute at each of the forums series of the Institute with Friedrich Ebert Stiftung on foreign policy of Macedonia toward its neighbors, autumn and winter 2017).

## 6.2 Institute for Environment and Health

The Institute for Environment and Health is the Research Institute of South East European University focused upon climate change, responsible environmental protections, clean energy, and harmful emissions reduction. It is located in the Sustainable Energy Building on the Tetovo campus. It advocates steps to be taken by the University itself, as well as assists other entities (such as the Municipality of Tetovo) to promote responsible environmental policies and actions. Accordingly, the IEH has pioneered local initiatives on campus (the photo-electric array on the Tetovo campus) as well as helping the Municipality of Tetovo to create its own Climate Action Plan. During the period covered by this report, the IEH continued to investigate ways in which the University's pollution and carbon 'footprint' might be reduced, through the greater use of biomass pellets for heating, continued use of the photovoltaic array, and increased awareness campaigns on conserving resources and reusing products that are reutilizable.

## 6.3 International Relations

South East European University was founded by the collaboration of international agencies and individual country contributions, and it deliberately retains an international focus, identity, and academic structure. The University is proud to welcome full and part time students from outside the Republic of Macedonia into the student body, and retains international staff on full time and visiting bases.

During the period covered by this report, the International Relations Office signed new bilateral agreements for Erasmus + cooperation with the following universities: Vistula University; the University of Graz; the Leiria Institute in Portugal; the University of Osijek; the University of Split; and the University of Beira-Interior, Portugal. Six external Erasmus + students came to SEEU during the period covered by this report. SEEU also supported two incoming staff guests from the US Fulbright Program. The IRO also signed new or expanded Memoranda of Understanding with three universities, specifically the University of Prishtina, the University of South Florida at St. Petersburg, and the University of South Indiana.

Recognizing the Republic of Turkey as an important pool of potential student recruitment and development, the IRO opened a SEEU Recruitment and Promotion Centre in Istanbul, intended to promote SEEU as a desirable destination for Turkish students. This was undertaken primarily in support of the previously-running programme in the Faculty of Law specifically intended for citizens of Turkey, and partially delivered in the Turkish language. Additionally, a general brochure about and promoting South East European University was prepared in Turkish.

Finally, the IRO was engaged in organizing an International Research Project on Security in the Western Balkans entitled 'Regional Rivalries in the Western Balkans: 2017-2018.' This was undertaken in cooperation with Antwerp University and Columbia University, and was supported by the European Fund for the Balkans, Brussels. The project involved participants (more than 30 professors and experts) from the United States, the European Union, and the Balkan region.

## 7 Entrepreneurship and Development

South East European University has prioritized both building and deepening its areas of cooperation with the business and entrepreneurial communities of the Republic of Macedonia. The University seeks to train and support young entrepreneurs, as well as to engage constructively with established business leaders in the region for collaborative ventures, internship opportunities, curriculum design, and labour market advice. Accordingly, SEEU pursues the 'Triple Helix model,' particularly by: 1) facilitating greater formal cooperation between the academic and business sector, and 2) by minimizing skill gaps between formal academic training and the practical labor market. To meet these demands, the University several years ago instituted the Business Relations Committee, which is comprised of representatives from University executive management, the Career Centre, and two major SEEU entrepreneurial initiatives: the Business Development Centre (BDC), and the SEEU Technology Park (TechPark), which are all united under one independent business entity called the Business & Innovation Center (BIC).

The Business Development Centre is the University's attempt to match the expertise and resources of the SEEU academic community with the practical needs of local companies. Thus the BDC arranges and provides business training, business consulting and other professional skills (such, for example, as language instruction). Through the BDC, SEEU has become a relevant partner of companies and other institutions in their professional and organizational aspects. Additionally, the BDC helps companies in the professional organization of conferences, seminars, business meetings and networking opportunities, utilizing the SEEU premises on the campuses both in Tetovo and Skopje. One specific service that BDC offers to companies is the promotion of their services and products to students and employees of SEEU in various forms (e-mails, posters, flyers, and social media). The BDC also assists companies in identifying training or other skill-building opportunities, through custom made scanning processes, in-house consultancy and providing instruction to meet those needs. Among the most prominent of BDC partners are: Dauti Komerc (retail industry); Alkaloid (pharmaceuticals); Sparkasse Bank (banking); Kipper (retail); Lycamobile (telecom); Ecolog (logistics); Harbini Cosmetics (health industry); and Ohridska Banka (bank & finance). The BDC has also achieved excellent cooperation with some of the major project donors in Macedonia, such as the US Embassy in Skopje, the European Bank for Reconstruction and Development (EBRD), World Bank Skopje, USAID, UNDP, the Business Confederation of Macedonia, the Economic Chamber of North-West Macedonia, GIZ, DMWV, etc.

The TechPark is the first, and so far the only Technology Park in Macedonia, located on the Tetovo campus. Created in 2013, the TechPark is the University's major initiative to support the conceptualization and creation of SMEs (small and medium enterprises) by creating a cooperative space for new businesses and the SEEU academic community and the resources of the Tetovo campus. The intended mission of the TechPark is to foster business capability by deepening connections between young entrepreneurs (particularly in fields related to technology and programming) and academia. The TechPark is a member in good standing of 14 national and 22 international organizations directed towards promoting entrepreneurship and startup development. It also provide numerous additional services externally, such as: idea-

modeling, startup trainings, market analyses, mentoring & consulting services, access to (risk) capital, law services and scalable office space. Also, it has developed two specialized services that add value to its portfolio: 1) Company Valuation and 2) Corporate Financial Report. Through frequent meetings and semi-formal events, the TechPark promotes entrepreneurial culture and entrepreneurship trends for students, local SMEs and freelancers. TechPark participants have actively engaged in hackathons (NASA Space Apps Challenge), acceleration programs (Start Up Academy) and investment opportunities linking local and international investors and startup talents. As of the period of this report, the SEEU TechPark has helped more than 26 companies, opened 134 new tech jobs on the market, provided 66 student internships among companies on the campus, and built a culture on campus that rewards and promotes collaboration between business, young entrepreneurs, and academe.

The University reaffirms its commitment to business and academic inter-reliance, believing that it promotes the best opportunities for both actors. For the University, such collaborations enable SEEU to: 1) build and maintain market-responsive curricula; 2) concomitantly, to produce job-ready graduates; 3) to assist in diversifying the SEEU income streams; and 4) to fulfill the community-leading position mandated by the founding mission of the University.

## 8 Financing

As a private-public not-for-profit higher education institution, the University's teaching and research activities rely for financing primarily on the institution, with little external income. Most of the income derives from student tuition. This income participation of tuition fees is unlikely to change in the immediate future, making it the primary source of income for the University. Additional sources of income originate in the activities of other University services (such as providing training for external companies or the design of development programmes for businesses). Another additional source of financing for University operations is the state budget that, for the fourth consecutive year, has continued to subsidize the University. This funding has been extremely helpful in maintaining the SEEU provision of high quality education. Yields of short and long term bank deposits as well as investments in low risk investment funds are yet another supplement to the budget of the University.

It should be remembered that the land on which the Tetovo campus sits does not belong to the University or the Foundation, but to the government and is used on a long-term agreement.

If we have a close look on the income portfolio for the academic year 2017/2018 it is as follows: The tuition accounts for 86.18% of the income, commercial income is 3.81%, financial activities are 0.90%, projects are 0.31% and state subventions are the remaining 8.80%.

As may be seen, there is a heavy reliance upon student tuition, giving the University financial exposure to demographic changes or shortfalls in recruiting. It is desirable to identify and pursue additional sources of revenue and to diversify the income streams.

### **SHARE OF THE ASSETS FROM THE BUDGET IN TOTAL ASSETS**

According to the most recent data, the total assets of the University are 1,177,763,000 MKD. For the financial year 2017, the income from tuition and scholarship donations was 225,738,000 MKD. The total revenue for that year was 547,489,000 MKD.

### **SHARE OF STUDENT TUITION IN TOTAL ASSETS**

According to the numbers the share of student tuition in total assets is 19.17%.

## **9 Campus Environment and Services**

### **9.1 Student Support**

Student support is mainly realized through Student Services and the Financial Aid Office. Students for the academic year 2017/2018 were financially supported by the University scholarship programmes, the "Work-study" programme, sponsorships from the business community as well as the financial discount programme for siblings (Figure 1). In total, 25.5% of the full-time undergraduate students are financially supported to some degree.

Scholarships are given based on merit and the merit is assessed by the student's academic performance. At the University level 328 scholarships were granted, that is about 19% of the total number of full-time students and scholarships cover partial to full tuition fee of the respective study programme.

From the financial point of view, about 2.8% of full-time students are supported through the "Work-study" programme. Through this programme, students were engaged in various services to the University, taking advantage of their relevant experience, and by this service they earned financial means to cover part of their tuition fee. In this academic year 49 students were engaged in this programme.

Also, in support to families that have more than one student studying at SEEU, a sibling discount is granted for the tuition fees of a second or third student from the same family. By this programme the University has supported 65 students, which is 3.8% of all full-time students.

Special attention is given to the development of effective access for students with special needs; opportunities for scholarships exist for this group of students.

SEEU in liaison with the business community has sponsored 16 students by covering 100% of tuition fees in different study programmes. This serves as an addition to existing instruments for student support, and will help to maintain the strong links with companies willing to support SEEU students with scholarships.

### **9.2 Facilities**

The magnificent Tetovo campus, which is elegant and inviting even from outside, every year continues to be preserved with craftsmanship and attention to detail. The greenery, trees, streets, pavements, and building maintenance all verify that a talented and determined Facilities team proudly cares for the campus.

Investment in upgraded systems for campus maintenance continued this year as well. This is also evidenced by the replacement of LED lights, the automation of the irrigation system for green areas covering an area of 12,000 m<sup>2</sup>, continuous monitoring of the emission of gases in campus facilities, etc. Through the realization of these investments and participation in projects for environmental protection we achieve two goals: that of the maintenance cost reduction through optimization of costs, and that of benefitting society generally through cutting emissions to 0% of harmful gases.

The digitalization of many processes and standards with concrete implementation has continued this year as well. The help desk is now part of institutional daily life, through which SEEU meets the requirements of stakeholders and implements the strategic plan efficiently and effectively.

Investment in increasing energy efficiency has continued this year through the renovation of several buildings with the implementation of the highest coefficient of isolation ropes. The maintenance of indoor work premises and facilities was achieved through changing floors and painting without disturbing the educational process, specifically by utilizing the time when staff and students are on vacation.

The new departmental structure in the maintenance department, through the division of responsibilities and authorizations—at the levels of staff and leaders—is proving to be particularly successful in the implementation of contemporary standards for teamwork.

### 9.3 The Skopje Centre

The Skopje campus of South East European University is located in a symbolic ‘bridge’ position that links the older and newer residential sections of the capital city of the Republic of Macedonia. Although substantially smaller—in space, staff, and student numbers—than the Tetovo campus, the Skopje Centre operates with full-time administrative and infrastructural capacity, providing full student services to all students. There is full-time administrative support, a location-specific Director and staff, and a branch library fully linked to the Max van der Stoel library in Tetovo for the provision of inter-library loans.

The main activity of the SEEU Skopje campus is, of course, teaching and learning, and thus the primary educational activities undertaken in the Skopje campus fall, in this report, under the sections devoted to the achievements of individual faculties. Classes are offered in the Skopje Centre by all five Faculties, and in two cycles (no doctoral instruction takes place in Skopje).

Besides teaching, consultations and examinations on the Skopje Campus, SEEU Skopje hosted many formal events in the amphitheatre, notably conferences, round tables, book launches, and seminars. Additionally, the Skopje Centre hosted many meetings for the Rectorate, the University Board and other various offices from the Tetovo campus (such as the Career Centre, the TechPark, the Student Parliament, the Business Development Centre, the Research Institutes, etc.). The Skopje Campus in 2018 again hosted the finals for the Elementary and Secondary Schools Spelling Bee, in cooperation with the Ohrid Red Cross and the Peace Corps. For the first time, this year the Skopje campus organized an exhibition

of final year project-posters by students, and they attracted positive comment from both students and visitors to the Campus. It is recommended that this practice should continue and even be further developed.

The administrative staff assisted the organization of the visits of secondary school for promotional purposes as part of the overall marketing plan for the SEEU, and assisted in all related events on the Campus. The collaboration with the outsourcing services for security and maintenance operated smoothly. The collaboration with the Maintenance services provider was regular and with high quality of service delivery. Finally, all SEEU Skopje staff participated in weekly collegium meetings, to participate in regular updates on current issues and plans for the action and functioning. This has been an excellent practice from which many issues were solved in an organized manner.

## 9.4 Human Resources

The Human Resources Office, during the academic year 2017-2018, in accordance with the competences and authorizations of the Office, was committed to implement the University's strategic plan for the development of Human Resources, specifically the recruitment of quality administrative and academic staff on the basis of the principle of equal opportunities. Special attention was paid to the training and development of University staff in close cooperation with the Quality Office.

The Human Resources Office during the academic year 2017-2018 continued with the implementation of the process of optimization of administrative staff, a process which is still ongoing. After the first phase of data gathering in electronic form related to qualification, experience and skills for administrative staff, the HR office has continued to record and systematize tasks (task logs) on a daily basis, and is now in the process of reviewing job descriptions.

The electronic salary platform is being implemented, and HR continues with parallel calculations (electronic and manual).

The Human Resources Office, during the academic year 2017/2018, in conformity with the legal obligation has organized and successfully conducted systematic medical check-up for all full-time staff.

The University has continued successfully this year with the leading, processing and promotion of academic staff in teaching and scientific titles. All these activities have been completed successfully and on time.

To ensure the high quality of human resources of the University, special importance has been paid to the recruitment process of administrative staff with relevant courses both internally and externally. Particular importance has also been paid to controlling or respecting working hours by the administrative and academic staff.

During the academic year 2017-2018 there were 255 employees of South East European University. They were distributed as follows: there are 144 members of the academic staff, out of which, 95 are full-time employees, while 49 others are employed part-time. There are

111 administrative staff, out of which 105 are full-time employees, and 6 are part-time employees.

Of the full time academic staff, we find the following distribution of academic titles or degree attainment: 16 Full Professors; 31 Associate Professors; 18 Assistant Professors; 10 PhD without teaching–scientific titles; 20 MA. From the part-time academic staff in aspect of teaching–scientific titles we have this distribution: 9 Full Professors; 11 Associate Professors; 10 Assistant Professors; 3 PhD without teaching–scientific titles; 8 MA, and 8 with university degree.

In addition are the data regarding scientific titles of the academic staff for last three years, where one may see a permanent growth of scientific titles (Doctor of Sciences) in line with the law requirements that full-time academic staff pursuant to amendments of the LHE until 15. 09. 2015 to have teaching–scientific titles.

In addition is the Table regarding scientific titles for the full-time academic staff for the last three years:

Scientific title	2015 / 2016	2016 / 2017	2017 / 2018
PhD	79	77	75
MA	31	25	20
BA	0	0	0

At the University there are 111 administrative staff, out of which 105 are full-time employees, and 6 are part-time employees. From the total number of full-time administrative staff **5** have a PHD qualification; **16** MA; **59** with a bachelor’s degree and **25** do not have a university degree (22 have completed high school qualification). From the total number of part-time administrative staff **1** has a PHD qualification; **1** MA and **4** a university degree.

In addition is the Table regarding scientific titles for the full-time administrative staff for the last three years:

Scientific title	2015 / 2016	2016 / 2017	2017 / 2018
PhD	4	4	5
MA	16	18	16
BA	66	61	59

The highest number of employees in the last six years was recorded in 2012, when there were a total of 347 employees (254 full-time and 93 part-time employees). These numbers have been steadily reduced through intentional reduction of part-time support, optimization and retirement or resignation. These trends are as follows: in 2013 there were 320 employees, out of which 249 full-time and 71 part-time employees. In 2014, there were 300 employees, out of which 229 were full time and 71 were part-time. In 2015, there were 285 employees, out of which 223 full-time and 62 part-time employees. In 2016 there were 278, out of which 221 full-time and 57 full-time employees. In 2017 there are 261 employees in total, out of which 205 full-time and 56 part-time.

Staff	2012	2013	2014	2015	2016	2017
Full-time	254	249	229	223	221	205
Part-time	93	71	71	62	57	56
Total	347	320	300	285	278	261

## 9.5 Information Systems

During this academic year, the salary calculation for the academic staff was fully automated, based on planned academic engagements with the help of the electronic system for academic planning. As a result every employee now has a complete overview of the salary calculation. This payroll statement now can be viewed in the 'My Salary' section of the MySEEU portal, which enables transparency for finances.

This academic year saw the continued migration of the UMS system into the WEB application. Within this the electronic management system of HelpDesk migrated, as did the module for the management and identification of IT equipment. For the Facility Department, a module for planning and scheduling of work tasks that are regularly repeating has been developed. The system itself has built-in alerts that provide advance warning for the jobs to be carried out. Also, for the needs of the Facility Department, the HelpDesk system has been extended, where employees can now present the problems addressed to this department. A test version has been developed for electronic reports that can be derived from the use of the module for the Facility maintenance department and these reports will be revised based on observations that arise during the use of the same.

During the development of the modules within WebUMS as well as the migration of some modules from the MySEEU portal to WebUMS it was necessary to develop a system that would also manage the privileges/accesses for certain users or groups of users in certain modules. For this reason, a privilege management module was also developed, which specifically delegates and revokes accesses to the relevant WebUMS modules.

Regarding the electronic procurement system, in this academic year a new procurement version was developed, based on the documented requirements for system changes that was compiled last year. Now the system is finished and is in use. This system covers all aspects of procurement, including internal procurements as well as those that appear within the various projects where the University is stakeholder. The new system helped to increase procurement efficiency.

This academic year also saw the construction of an electronic repository for master and doctoral works. This system is now built and is in use and is linked to the library catalogue of the University. It is intended that all master and doctoral theses will be public and accessible through the library's electronic catalogue. The construction of this system implies that in the part of the electronic system for the graduation procedure we add a part that is related to the electronic repositories of master and doctoral works. Now through this system the student becomes aware of the obligation to submit an electronic version of his or her master's or doctoral thesis.

Regarding computer infrastructure, this was updated as a result of the new situation created by the replacement of equipment at the University Data Centre. This also resulted in the revision of basic documents for 'BackUp' and 'Disaster Recovery' as it also changed the way of creating backup copies. Now we have a new optical connection that enables the direct connection of the primary data centre and the data centre located in building 816 and with this we have set up a disaster recovery system to a higher degree.

All these developments, changes and improvements in the field of information technology prove that the University continues to demonstrate dedication in the pursuit and implementation of the best practices in the field of information technology.

## 9.6 Library Services

The Max van der Stoel Library is an institutional library serving scholarly research and educational purposes at the South East European University, located in building 702 on the Tetovo campus. Besides this central library, there are branch libraries in the campus in Skopje, as well as the branch libraries at the Faculties and the Language Centre.

The branch libraries on the Tetovo campus function independently from the main library and have a special book fund. At the time of this report, the library "Max van der Stoel" (TE and SK) has a fund of **33691** copies of books covering **16424** different titles. The main library fund is in the fields of subjects taught at the University, and most of the books are available for borrowing (reference works and the physical copies of the doctoral and master thesis must stay in the library premises). The library also serves as a central location for displaying documents that are put at the disposal of the community before being submitted to the Faculty Teaching-Scientific Council, such as Master's and PhD dissertations to be defended, or review reports for promotion to academic titles. There is a special corner in the library containing information materials published by the European Union, the United Nations, and the World Bank.

During this academic year, the library successfully completed its regular work, fulfilling student and academic staff needs, providing books and electronic materials from the existing library and available databases EBSCO and EconBiz. All the newly purchased books have also been classified and catalogued accurately, efficiently and in due time, based on the statistics of the PMB and **606** new titles or **1209** copy of books have been classified and catalogued in the period covered by this report.

It is of particular importance to mention the process of digitalization and cataloguing of Master and PhD works that started from May 18, 2018, and so far there are over **100** theses that they can be seen in the library catalog and in the repository where external researchers also have access. The implementation of this electronic material repository has been successfully accomplished thanks to the professional and efficient work of IT staff.

As a library initiative and in cooperation with Faculty Deans, a Library Committee was established with representatives from Faculties appointed by the relevant Dean. In order to maintain a high standard of library services, it was decided that students should be obliged to use at least one electronic source provided by the library in their seminar papers.

Furthermore, in order to be well supplied with the latest material, lecturers should submit in advance the list of books titles that will be used in the next semester, as book orders are made only once per semester.

Good cooperation with the National and University Library in Skopje (NUL) has continued this year as well, in particular providing ISBN and ISSN numbers for new publications (i.e. 16 requests have been realized where SEEU is the publisher). NUL provides also CIP (Cataloguing in publication) for these publications. It should be noted that we offer the same services to our professors who are publishers of their own books. The cooperation with NUL has continued with other professional activities, as members of the consortium of public libraries of RM, members of International Federation of Library Associations and Institutions (IFLA) and as members of the Association of Libraries of RM.

A permanent campaign for the use of databases has been organized during the period covered by this report, for both new and existing students. Also, interlibrary loans between the library in Skopje and the library in Tetovo are easily accomplished. All these actions are made possible thanks to the professional, efficient and devoted staff of the library. The library staff also helps in controlling, returning and restoring books that have been borrowed by students or staff members. Students from the "Work & Study" program also contribute to the positive work of the library, and all are trained by the library staff.

## 9.7 The Student Parliament

The Student Parliament and Association during the academic year 2017-2018 carried out activities within its own field of operation but also has carried out projects and events that have not been foreseen in the action plan.

Initially, according to the foreseen procedures, the parliamentary student elections took place, which saw an increased number of candidates in these elections. This was a result of promotion activities during the last academic year but as well of the potential which can be realized under the umbrella of this organization.

At the same time, the participation of SPA members in the University bodies has increased compared to last year, but the space for improvement is large enough again.

The SPA events worth mentioning for this year were: participation in the Global Leadership Summit; the Model United Nations Club; various sports competitions in cooperation with the Sports Department; debates and lectures in order to develop entrepreneurial and leadership skills among the students; events about the important value of the European Union; editions of the Euroidea magazine; the traditional travels 'Eurotrip' with a recreational and educational character; activities within the Ethical Hacking Club; conferences and roundtables in cooperation with the Youth Education Forum where discussions on proposals for the Law on Higher Education in the field of student organizations were submitted; participation in a Leadership Conference organized by USAID; participation in the discussions "Brain Drain in Macedonia" organized by the Youth Council of the US Embassy in Skopje; assisting in organizing the event "Move your thumb--Мрдни со прст" on the SEEU premises on Tetovo

campus; humanitarian actions and participation in the meetings for the establishment of Rotaract-Tetovo.

In general, this year is characterized as highly productive but there is a need to improve student motivation tools for participation in activities out of study programmes.

## 9.8 Sport and Recreation

In the 2017/18 academic year, the Department of Sport and Recreation within SEEU has been very active in organizing sports activities, thus enabling the students to utilize the capabilities and conditions that the University offers for the development of sport activities.

Regularly sport activities were organized on the campus, particularly in football, volleyball, basketball, fitness, tennis, chess, ping-pong and dancing courses for all students and staff. In the late evening hours, reflectors were used so that students were able to exercise. In addition to these daily activities, there have been also activities that were organized periodically, including: various tournaments in football, ping-pong and chess. It is worth mentioning also the organization of the small football tournament for Tetovo high schools that traditionally is organized on the University campus.

On the SEEU Open Day, the Department of Sport and Recreation organized sport activities in football, basketball, volleyball and ping-pong, which had a demonstrative character.

The futsal team was a participant and represented the University in the First League of the Republic of Macedonia. Also, SEEU staff participated in the Tetovo Municipal League in small football. In the 2017/18 academic year, the students took part in various inter-university sport competitions. We also hosted ping-pong competitions, organized by the ping-pong Federation.

It is important to note that Department of Sport and Recreation has also organized ping-pong and football tournaments for SEEU students in Skopje. In order to insure comfortable sport conditions, we signed a contract for the usage of the hall and pool "Boris Trajkovski", which students can use to practice sports activities. In this academic year, SEEU's Department of Sports and Recreation, for the first time organized a chess tournament "Arbër Xhaferri Cup", which had a regional character, considering the participants that took part from different places of the region: Serbia, Kosovo, Albania and Macedonia.

In summary, the 2017/18 academic year can be considered highly successful for the SEEU Department of Sport and Recreation. The wide range of sports activities and the facilities and conditions that are offered by the University campus, have also influenced the increasing number of students who are willing to partake in various sport activities. This rising trend encourages us to expand the sports capacities so that to respond to the needs of students who are ready to spend their free time in sporting activities. As a target for the future, the department of Sport and Recreation would like to propose the construction of a sports hall.

## 10 Conclusion

South East European University retains a respected position in the Balkan higher education landscape. It continues to attract high quality applicants in all three cycles; it maintains regionally-respectable employment rates for graduates; it continues to receive valued financial subvention from the Government of the Republic of Macedonia; and it remains the highest-ranked non-state university in the country, according to the Shanghai Jiao Tong rankings.

This report does not intend only to note the strengths of SEEU, but also to identify its weaknesses. It is unfortunately true that the exact same recommendations made in the 2016-2017 Self Evaluation Report remain applicable for this report. They are therefore repeated verbatim, as ongoing and significant problems the University needs to address:

- ✧ stabilize undergraduate student enrolment;
- ✧ maintain regional leadership in second and third cycle programmes;
- ✧ diversify income streams through innovative cooperation with business and social partners;
- ✧ formalize the government's generous subventions into a structured and regular agreement;
- ✧ improve on-time graduation rates;
- ✧ strengthen research resources (database access) for postgraduates and staff;
- ✧ develop an active Alumni Association.

South East European University continues to confront difficulties and uncertainties, but not more so than other comparable institutions in the Republic of Macedonia. This is a challenging era for universities worldwide. Considered in its regional context, SEEU remains well placed to take advantage of its acknowledged strengths: two excellent campuses in Tetovo and Skopje; a strong and advanced commitment to quality assurance mechanisms; a committed staff of teachers and administrators; a high level of digital course delivery and utilization of digital resources; positive if informal alumni support; and SEEU's most notable institutional distinction—the foundational commitment to high quality education irrespective of native language, ethnicity, gender, religion, or political views. It is the explicit intention of the University to continue to support and uphold these values, competitive advantages and long-term commitments, believing them to be the elements that will ensure future student success, faculty accomplishment, and institutional distinctiveness and stability.

## Members of the Self-Evaluation Committee

- ★ Dr. Andrew Goodspeed – Head;
- ★ Dr. Xhevair Memedi – Deputy Head;
- ★ Dr. Vladimir Radevski – Member;
- ★ Dr. Veronika Kareva – Member;
- ★ Dr. Adrian Besimi – Member;
- ★ Dr. Gadaf Rexhepi – Member;
- ★ Dr. Sami Memeti – Member;
- ★ Dr. Agron Rustemi – Member;
- ★ Dr. Veli Kreci – Member;
- ★ Ms. Donika Luma – Member

(The Committee wishes additionally to recognize the contributions made by Burim Ismaili to the content of this report. It wishes also to acknowledge the work of Daniela Ilievska and Rexhep Xheladini for translation.)